

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, 27 February 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
E-mail: matthew.mannion@towerhamlets.gov.uk
Web: <http://www.towerhamlets.gov.uk>

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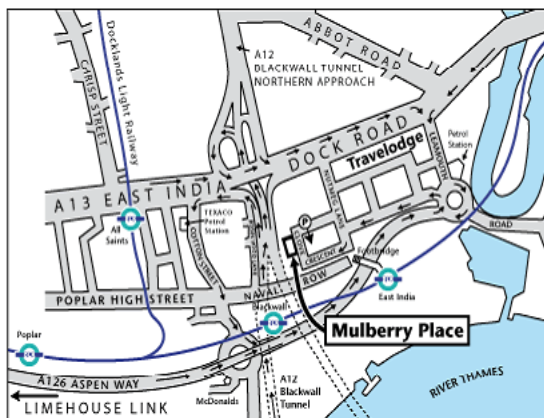
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A Guide to CABINET

Decision Making at Tower Hamlets

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

Which decisions are taken by Cabinet?

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

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

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

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

Published Decisions and Call-Ins

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

- The decisions will be published on: **Thursday, 1 March 2018**
- The deadline for call-ins is: **Thursday, 8 March 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, 27 FEBRUARY 2018

5.30 p.m.

| | Pages |
|--|----------------|
| 1. APOLOGIES FOR ABSENCE | |
| To receive any apologies for absence. | |
| 2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS | 9 - 12 |
| To note any declarations of interest made by Members, including those restricting Members from voting on the questions detailed in Section 106 of the Local Government Finance Act, 1992. See attached note from the Monitoring Officer. | |
| 3. UNRESTRICTED MINUTES | 13 - 24 |
| The unrestricted minutes of the Cabinet meeting held on Tuesday 30 January 2018 are presented for approval. | |
| 4. OVERVIEW & SCRUTINY COMMITTEE | |
| 4.1 Chair's Advice of Key Issues or Questions | |
| Chair of Overview and Scrutiny Committee (OSC) to report on any issues raised by the OSC in relation to unrestricted business to be considered. | |
| 4.2 Any Unrestricted Decisions "Called in" by the Overview & Scrutiny Committee | |
| (Under provisions of Article 6 Para 6.02 V of the Constitution). | |

5. UNRESTRICTED REPORTS FOR CONSIDERATION

| | | |
|------------|--|-----------------|
| 5.1 | Adult Social Care Procurement Plan | 25 - 38 |
| | Report Summary: To provide the mayor in Cabinet with a progress report on the Adult Social Care Procurement Plan and to seek decisions on residual issues. | |
| | Wards: All Wards | |
| | Lead Member: Cabinet Member for Health and Adult Services | |
| | Corporate Priority: Creating and maintaining a vibrant, successful place | |
| 5.2 | Clear Up Project Update | 39 - 46 |
| | Report Summary: This report is providing an update on the progress on the recommendations for further action arising out of the Clear Up Project Report | |
| | Wards: All Wards | |
| | Lead Member: Mayor | |
| | Corporate Priority: A transformed council, making best use of resources and with an outward looking culture | |
| 5.3 | Determining the School Admission Arrangements for 2019/2020 | 47 - 152 |
| | Report Summary: To approve the School Admission Arrangements for 2019/20 | |
| | Wards: All Wards | |
| | Lead Member: Cabinet Member for Education and Children's Services | |
| | Corporate Priority: Creating opportunity by supporting aspiration and tackling poverty | |

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| 5 .4 Approval of the allocation of CIL and S106 funding and approval for the adoption of a capital budget in respect of the following projects: London Square PID and 'Unlocking Opportunities' Funding PID | 153 - 236 |
| <p>Report Summary: Report to Cabinet requesting the approval of the allocation of CIL and 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"> • London Square PID; • 'Unlocking Opportunities' Funding PID <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 including:</p> <ul style="list-style-type: none"> • A great place to live; • A fair and prosperous community; • A safe and cohesive community; • A healthy and supportive community. <p>Wards: All Wards (Unlocking Opportunities); Whitechapel (London Square)</p> <p>Lead Member: Cabinet Member for Strategic Development and Waste (Cover Report) Cabinet Member for Work and Economic Development (Unlocking Opportunities) Cabinet Member for Resources (London Square)</p> <p>Corporate Priority: A transformed council, making best use of resources and with an outward looking culture</p> | |
| 5 .5 Overview and Scrutiny Committee: Social Value Act Scrutiny Challenge Report | 237 - 260 |
| <p>Report Summary: This report submits the report and recommendations of the challenge session on the Social Value Act by the Overview and Scrutiny Committee (OSC), and the action plan for implementation.</p> <p>Wards: All Wards</p> <p>Lead Member: Cabinet Member for Health and Adult Services</p> <p>Corporate Priority: Creating opportunity by supporting aspiration and tackling poverty</p> | |
| 5 .6 Overview and Scrutiny Committee: Creating a balanced night time economy in Tower Hamlets Scrutiny Challenge Report | 261 - 306 |
| <p>Report Summary: Note the report as agreed by the Overview and Scrutiny Committee and agree the draft action plan.</p> <p>Wards: All Wards</p> <p>Lead Member: Cabinet Member for Work and Economic Growth</p> <p>Corporate Priority: Creating and maintaining a vibrant, successful place</p> | |

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| 5.7 | Local Implementation Plan Annual Spending Plan 2018-19 | 307 - 320 |
| <p>Report Summary: Approval of those traffic and highways schemes to be delivered in 2018/19 which are funded through TfL Local Implementation Plan funding in order to deliver the Mayor for London's Transport Strategy at the local level.</p> <p>Wards: All Wards Lead Member: Cabinet Member for Environment Corporate Priority: Creating and maintaining a vibrant, successful place</p> | | |

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| 5.8 | ICT Future Sourcing | 321 - 330 Plus Exempt Appendix |
| <p>Report Summary: To establish appropriate ICT support arrangements from April 1 2019 and allow a timely transition. The Council is contractually obliged to provide the incumbent with notice of its intentions by 31 March 2018</p> <p>Wards: All Wards Lead Member: Cabinet Member for Resources Corporate Priority: A transformed council, making best use of resources and with an outward looking culture</p> | | |

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| 5.9 | Corporate Monthly Budget Monitoring 2017/18 (Month 9/Q3) | 331 - 370 |
| <p>Report Summary: To consider the recommendations as set out in the Corporate Monthly Budget Monitoring 2017/18 (Month 9/Q3) Report.</p> <p>Wards: All Wards Lead Member: Cabinet Member for Resources Corporate Priority: A transformed council, making best use of resources and with an outward looking culture</p> | | |

6. ANY OTHER UNRESTRICTED BUSINESS CONSIDERED TO BE URGENT

7. EXCLUSION OF THE PRESS AND PUBLIC

Should any items be presented which are exempt, the Committee is recommended to adopt the following motion:

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

EXEMPT/CONFIDENTIAL SECTION (PINK)

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

8. EXEMPT / CONFIDENTIAL MINUTES

Nil items.

9. OVERVIEW & SCRUTINY COMMITTEE

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

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

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

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

10. EXEMPT / CONFIDENTIAL REPORTS FOR CONSIDERATION

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

Next Meeting of the Committee:

Tuesday, 20 March 2018 in C1, 1st Floor, Town Hall, Mulberry Place, 5 Clove Crescent, London, E14 2BG

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, 30 JANUARY 2018

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

Members Present:

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| 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 Amy Whitelock Gibbs | (Cabinet Member for Education and Children's Services) |

Other Councillors Present:

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

Apologies:

| | |
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| Councillor Joshua Peck | (Cabinet Member for Work & Economic Growth) |
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Officers Present:

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| Mark Baigent | (Interim Divisional Director, Housing and Regeneration) |
| Emily Fieran-Reed | (Service Manager, Community Cohesion, Engagement and Commissioning, Strategy, Policy and Equality) |
| Sharon Godman | (Divisional Director, Strategy, Policy and Partnerships) |
| Afazul Hoque | (Interim Service Manager, Strategy, Policy & Performance) |
| Asmat Hussain | (Corporate Director, Governance and Monitoring Officer) |
| Debbie Jones | (Corporate Director, Children's) |
| Ellie Kuper-Thomas | Planner, Plan Making Team (Place) |
| Stephen Murray | (Head of Arts and Events) |
| Matthew Pullen | (Infrastructure Planning Manager) |
| Denise Radley | (Corporate Director, Health, Adults & Community) |

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| Marissa Ryan-Hernandez | (Plan Making Team Leader) |
| Ann Sutcliffe | (Acting Corporate Director, Place) |
| David Tolley | (Head of Environmental Health and Trading Standards) |
| Will Tuckley | (Chief Executive) |
| Matthew Vaughan | (Political Advisor to the Conservative Group, Democratic Services, LPG) |
| Matthew Mannion | (Committee Services Manager, Democratic Services, Governance) |

1. APOLOGIES FOR ABSENCE

Apologies for absence were received on behalf of Councillor Joshua Peck, Cabinet Member for Work and Economic Development.

AGENDA ORDER

At the meeting the Mayor agreed to vary the order of the agenda to take items that members of the public had come to see first. For clarity, the minutes are presented in the order in which the items appeared on the agenda.

At the meeting the Mayor took the business in the following order:

- Agenda Items 1 – 4
- Item 5.1 (The Council's 2018-19 Budget Report and Medium Term Financial Strategy 2018-21)
- Item 5.3 (Consultation on an Additional Licensing Scheme for Houses in Multiple Occupation)
- Item 5.5 (Neighbourhood Planning: Determination of Poplar Neighbourhood)
- Item 5.2 (Community Engagement Strategy)

And then the remaining items in agenda order.

2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS

There were no Declarations of Disclosable Pecuniary Interests.

3. UNRESTRICTED MINUTES

RESOLVED

1. That the unrestricted minutes of the Cabinet meeting held on Tuesday 9 January 2018 be approved and signed by the Chair as a correct record of proceedings.

4. OVERVIEW & SCRUTINY COMMITTEE

4.1 Chair's Advice of Key Issues or Questions

Pre-Decision Scrutiny Questions, and officer responses, were noted in relation to Agenda Items:

- 5.1 (The Council's 2018-19 Budget Report and Medium Term Financial Strategy 2018-21)
- 5.2 (Community Engagement Strategy)
- 5.3 (Homes in Multiple Occupation)
- 5.4 (Oval Public Space and Leisure Facility Improvements – S106)
- 5.6 (Office to Residential)
- 5.7 (Annual Infrastructure Statement 2018/19)
- 5.8 (Strategic Performance Monitoring)

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

Further to the above, Councillor Dave Chesterton, Chair of the Overview and Scrutiny Committee (OSC), provided Cabinet with an update on their last two meetings. He reported that on Monday 15 January the Committee had met to review the Mayor's draft budget proposals and their formal response had been tabled in advance of tonight's Cabinet meeting for the Mayor to consider.

Turning to their regular meeting held on Wednesday 24 January, he reported that a number of issues had been examined including:

- A Cabinet Member Spotlight on Work and Economic Development with Councillor Joshua Peck which looked at a number of issues such as targeting business rate relief to small and medium sized businesses, the sustainability of projects once their funding ended and concerns about the loss of modern industrial units.
- A discussion on the Action Plan coming out of the Scrutiny Challenge Session on Recycling with a particular discussion about high rise properties and how the performance of Veolia was being monitored.

The **Mayor** thanked Councillor Dave Chesterton for his update.

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

Councillor David Edgar, Cabinet Member for Resources, introduced the report on the proposed Budget and Council Tax for 2018/19 and associated items. He explained that the report contained some minor amendments from the draft version presented at Cabinet on 9 January but that there were no material changes. In addition, the report presented the feedback from the consultation exercise that had been undertaken.

He also highlighted that the report contained a number of other items including the Housing Revenue Account and Capital Programme.

Councillor Dave Chesterton, Chair of the Overview and Scrutiny Committee (OSC) then took Cabinet through the main points of the Committee's formal response to the draft budget proposals.

During discussion Members noted the OSC response and also raised a number of points including:

- The pressures on Children's Services and the need to invest in improvements following the OFSTED investigation.
- The general levels of service provision for the under 5s.
- Welcoming the additional provision for early years in Victoria Park.

The **Mayor** thanked everyone for their comments. He welcomed the report and highlighted that the budget was the raw data behind which many good council services were being delivered. However, he did agree with the comments that more work was needed to review service provision for the under 5s and so he would like to see further work on service impact of the savings proposed in that area. Subject to that amendment the **Mayor agreed** the recommendations as set out in the report.

RESOLVED

1. To agree a General Fund Revenue Budget of £343.703m subject to any changes arising from the Final Local Government Finance Settlement. To be presented to Council for consideration.
2. To agree the Council Tax (Band D) at £986.14 for 2018-19 to be referred to Council for consideration.
3. To authorise the Corporate Director, Resources after consultation with the Mayor and Lead Member of Resources to make any changes required to the budget following the final settlement announcement in February.

4. To approve the revised Capital Programme for the period to 2027-28; as detailed in Appendix 9A-D and adopt the associated capital estimates.
5. To approve the draft 2018-19 Housing Revenue Account budget as set out in Appendix 8A to the report.
6. To approve the draft 2018-19 Management Fee payable to Tower Hamlets Homes (THH) of £30.979m as set out in Table 4 of the report.
7. To note that under the Management Agreement between the Council and THH, THH manages delegated income and expenditure budgets on behalf of the Council. In 2018-19, THH will manage delegated income budgets totalling £87.101m and delegated expenditure budgets of £25.829m.
8. To note the refreshed strategic priorities and outcomes (Paragraph 3.2.4) for the final year of the three year Strategic Plan agreed by Cabinet in April 2016.
9. To note the following matters:

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.

Note the decision made by the Mayor in Cabinet to participate in the London Wide Business Rates Retention pilot scheme and also reflecting the Mayor's instruction that the case for greater local retention must be vigorously pursued.

Note the decision of the Mayor in Cabinet to increase the Council Tax empty homes premium from 50% to 100%. These changes will require primary legislation in parliament to amend section 11b of the Local Government Finance Act 1992 and will not be completed for the 2018-19 financial year.

Budget Consultation

The outcome of consultation so far with business ratepayers, residents and other stakeholders is set out in Section 3.13 and Appendix 10 of the report.

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 and Appendix 3 of the report.

Savings

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

Financial Risks: Reserves and Contingencies

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

Reserves and Balances

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

Schools Funding

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

Housing Revenue Account

The position of the Housing Revenue Account as set out in Section 3.10 and Appendix 8A and B of the report.

Capital Programme

The Capital Programme to 2027-28; including proposed revisions to the current programme as set out in Section 3.11 and detailed in Appendix 9A-D of the report.

10. To agree a review of savings proposal 'CHI 003/17-18' relating to 'Widening Participation in Early Years' agreed in the 2017/18 budget and to provide further information on the impact on affordability and level of provision for under 5s.

5.2 Community Engagement Strategy

The **Mayor** introduced the report on the new Community Engagement Strategy. He explained that it provided an enabling framework for how community engagement would take place.

During discussion it was noted that an important feature of the Strategy was in setting minimum standards for engagement. It would also be important in helping to ensure that hard to reach groups were properly engaged with.

The **Mayor** welcomed the report, he noted the Pre-Decision Scrutiny Questions and officer responses, and **agreed** the recommendations as set out.

RESOLVED

1. To 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. To note 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.

5.3 Consultation on an Additional Licensing Scheme for Houses in Multiple Occupation

Councillor Sirajul Islam, Deputy Mayor and Cabinet Member for Housing, introduced the report. He explained that the report proposed a consultation to amend the existing scheme. He noted that there was additional money set out to support the private renters' charter.

Councillor Peter Golds, Leader of the Conservative Group, addressed Cabinet to welcome the report and highlight his concerns that there was a real problem with companies/individuals buying up large numbers of properties and looking to turn whole streets into multiple occupancy properties.

The **Mayor** welcomed the report. In addition he highlighted the need to lobby the government for more powers to tackle these issues. He noted the Pre-Decision Scrutiny Questions and officer responses and **agreed** the recommendations as set out.

RESOLVED

1. To agree that a consultation exercise takes place on introducing an Additional Licensing scheme for HMOs outside the current Selective Licensing area
2. To agree that subject to consultation, the Additional Licensing Scheme will apply borough wide to HMOs of the descriptions set out in Appendix 3 to the report.
3. To agree that the following proposals will form part of the consultation:
 - Fee Structure
 - Licence conditions
 - Amenity Standards
 - Fit and Proper Person Protocol
4. To 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.

5.4 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

Councillor Abdul Mukit, Cabinet Member for Culture and Youth, introduced the report. He reported that work was already in progress for Oval Public Space and that this was the proposed method of funding that work. He noted the Pre-Decision Scrutiny Questions and officer responses.

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

RESOLVED

1. To 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 of the report.
2. To 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 of the report and to adopt corresponding capital estimates in order that the projects can be included within the Council's capital programme.

5.5 Neighbourhood Planning: Determination of Poplar Neighbourhood Area

Councillor Rachel Blake, Cabinet Member for Strategic Development and Waste, introduced the report. She welcomed the residents to the meeting who had come to support the proposals. She stated that she considered the report set out a reasonable neighbourhood planning area.

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

RESOLVED

1. To approve the designation of the Poplar Neighbourhood Planning Area, as amended, and as defined in the plan contained in Appendix 1 to the report.

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

Councillor Rachel Blake, Cabinet Member for Strategic Development and Waste introduced the report. She explained that it was necessary to bring in an Article 4 order if the Council wished to retain control over conversions of Offices to Residential spaces. She explained that if it was agreed then the Article 4 Direction would come into effect on 1 June 2019.

The **Mayor** welcomed the report, noted the Pre-Decision Scrutiny Questions and officer responses and **agreed** the recommendations as set out.

RESOLVED

1. To confirm the Article 4 direction made on 19th 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 to the report;
2. To note that the Article 4 Direction will come into effect on 1st June 2019.

5.7 Annual Infrastructure Statement 2018/19

Councillor Rachel Blake, Cabinet Member for Strategic Development and Waste, introduced the report. She explained that the purpose of the report was to ensure transparency on how S106 and CIL funds were accrued and spent. The funds were then targeted towards key themes in each area. She noted the Pre-Decision Scrutiny Questions and officer responses.

Councillor Andrew Wood, Ward Councillor for Canary Wharf Ward, addressed Cabinet. He expressed concern that there were too many infrastructure documents and not enough clarity.

The **Mayor** noted the comments. He welcomed the report and **agreed** the recommendation.

RESOLVED

1. To adopt the proposed Annual Infrastructure Statement attached to this report at Appendix A to the report.

5.8 Strategic Performance Monitoring 2017/18 Q2

The **Mayor** introduced the report. He drew Members' attention to the strategic indicators listed in the report including those marked red. In particular he highlighted that a number of indicators linked to Children's Services had been put in place as a reaction to the OFSTED report and that these were expected to begin as red before moving towards green as they progressed.

The report was discussed and other issues were noted including:

- Potential employment gaps between different groups and the additional research needed to see how accurate the figures were.
- Efforts to tackle staff sickness levels – including ensuring the Council was a good place to work.

The **Mayor** noted the Pre-Decision Scrutiny Questions and officer responses and **agreed** the recommendations as set out.

RESOLVED

1. To note the performance of the strategic measures at mid-year, including those measures where the minimum expectation has been missed (appendix 1 to the report); and
2. To note progress in delivering the Strategic Plan at the mid-year point, including those activities that are flagged as delayed and overdue (appendix 2 to the report).

5.9 Contracts Forward Plan - Quarter Four 2017/2018

Councillor David Edgar, Cabinet Member for Resources, introduced the report. He explained that this was an opportunity for Members to highlight any contracts where they would like more information to be presented to Cabinet before they proceeded to the award stage. On this occasion he was not aware that any particular contracts had been highlighted by Cabinet and was therefore proposing that all contracts proceed as planned.

The **Mayor** thanked Councillor David Edgar and confirmed that the contracts could continue as planned. The recommendations were amended as required and **agreed**.

RESOLVED

1. To note the contract summary at Appendix 1 to the report and agree that all listed contract can proceed to contract award after tender.
2. To authorise the Divisional Director - Legal Services to execute all necessary contract documents in respect of the awards of contracts referred to at Recommendation 1 above.
3. To note the procurement forward plan 2018-2022 schedule detailed in Appendix 2 to the report.

5.10 Tower Hamlets Homes Governance - Resident (Tenant) Board Appointment

The **Mayor** introduced the report and confirmed the appointment of Julie Fagan to the Tower Hamlets Homes (THH) Board as proposed.

RESOLVED

1. To appoint Julie Fagan to the Board of THH as a Resident (Tenant) Board Member.

6. ANY OTHER UNRESTRICTED BUSINESS CONSIDERED TO BE URGENT

Nil items.

7. EXCLUSION OF THE PRESS AND PUBLIC

Nil items.

8. EXEMPT / CONFIDENTIAL MINUTES

Nil items.

9. OVERVIEW & SCRUTINY COMMITTEE

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

Nil items.

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

Nil items.


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

Nil items.

The meeting ended at 7.10 p.m.

MAYOR JOHN BIGGS

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| <p>Cabinet</p> <p>27 February 2018</p> |  <p>TOWER HAMLETS</p> |
| <p>Report of: Denise Radley, Corporate Director Health, Adults and Community</p> | <p>Classification: Unrestricted</p> |
| <p>Adult Social Care Procurement Plan</p> | |

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

Executive Summary

Since January 2016, Integrated Commissioning within the Health, Adults and Community Directorate has been undertaking a wide range of procurement activity approved by the Mayor in Cabinet in January 2016, to address previous significant delays in procurement, gaps in contractual arrangements and out of date contracts. This work has remodelled some aspects of services ensuring that all services deliver the outcomes that service users and carers are seeking, provide best value and have been procured in a way that complies with the Council’s Financial Regulations and procurement rules.

This has been a necessarily ambitious programme of work that condensed four years of procurement activity into two years. At the current time, 74% of the plan has either been delivered or procurements are underway. The profile of the procurement activity carried out includes:

- 44 contracts are in place which amounts to spend of £28,669,846
- 15 procurements are currently live covering spend of £12,139,701
- procurements will commence in 2018 totally spend of £719,466 (one of these procurements incorporates 5 current contracts)
- Every procurement has sought to achieve additional social value and this is delivering a range of local benefits. Examples include two apprenticeships offered in Extra Care Sheltered Housing; four apprenticeships for people aged 50+ in the Link Age Plus service and four work experience / pre-employment placements in the hostel sector per annum. In other contracts the social value is built into the requirements, for example the delivery of the Ethical Care Charter in home care.

- 19 contracts have been let to local providers
- 32 contracts have been let to the voluntary and community sector
- 4 providers are new to the borough

Alongside the delivery of the procurement plan a significant programme of work has been completed to ensure that the re-procurement has been carried out within a solid context of up to date commissioning strategies, an approach to ensure sustainability of the social care market and within the context of increasing integration with the NHS and other partners. This work has included:

- Co-production of new strategies and service specifications with service users and carers to address gaps and ensure that the focus of all services is on delivering outcomes to meet the needs of local people – new strategies for carers, people with a learning disability, autism, mental health and an Ageing Well (50+) strategy have all been developed and put in place
- A review of value for money and the development of the Medium Term Financial Plan leading to identification of opportunities to make efficiencies, modernise services and align with broader corporate initiatives such as Workpath
- Developing our approach to integrated commissioning with Health, including our plans for the Better Care Fund and Improved Better Care Fund
- Stabilising the residential care market in borough and our use of out of borough placements through renegotiation of fees in the context of a previous policy of 0% fee uplifts
- Recommissioning our entire domiciliary care portfolio including outsourcing Fides, a home care provider previously brought into the Council to prevent its failure in the care market
- Working with partners including Unison to implement the Ethical Care Charter within the new home care model
- Creating a new commissioning approach to hostel provision and remodelling this provision to enable improvements to hostel buildings and improved move-on pathways and outcomes for service users
- Implemented the new corporate Procurement Framework as part of the Best Value plan; drawing all contracts together into one Contracts Register and re-established the Directorate Procurement Board to oversee the Procurement Plan
- Negotiated market rents as part of the review of community/Council buildings project
- Creating greater consistency of approach to provider and market oversight and business intelligence to understand, manage and develop the market via a quality framework.

In accordance with the Cabinet decision in January 2016 relevant contracts were extended in order to allow time for this work to take place. This has resulted in the completion of the majority of the procurements outlined within the plan. Each procurement typically takes between 9-12 months and the phasing and timing was planned according to the work needed in relation to each service area. Additional time

has been needed to ensure a thorough approach to co-production and broader engagement with service users and carers. In some areas, complexities have arisen due to building or rent related issues, particular market conditions and other interdependent matters specific to certain services.

Within this context, a small number of contracts require further time to conclude the necessary work or require a specific decision by the Mayor in Cabinet. These are set out within the report. Note that one approval in relation to a public health contract is also included in this report.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Note the progress made in to put in place clear commissioning strategies, co-produced with local people and the delivery of extensive procurement of contracts as initiated by the Mayor in Cabinet in January 2016. This was to bring previous non-compliant arrangements in line with financial and procurement rules.
2. Delegate authority to the Corporate Director of Health, Adults and Community following consultation with the Corporate Director Governance and Monitoring Officer the decision to enter into all necessary agreements and undertake any other ancillary matter to give effect to the decisions referred to in Table A.
3. Authorise the decisions required in relation to the contracts and services listed in Table A of this report.

1. REASONS FOR THE DECISIONS

- 1.1 A considerable programme of procurement activity has been undertaken since January 2016 and this report provides an overview of that work and the resulting contracts and benefits.
- 1.2 A small number of decisions by the Mayor in Cabinet are required in order to complete the programme of procurement activity and these are set out within the report. This ensure compliance with financial and procurement rules whilst allowing the remaining work to be completed.

2. ALTERNATIVE OPTIONS

- 2.1 It was essential that the programme of procurement set out within the January 2016 Cabinet paper was progressed given the previous delays in re-procuring services, gaps in contractual arrangements and out of date contracts.

- 2.2 It is essential that this programme is concluded and the services to be procured are maintained in the interim until such time as new contracts are awarded and mobilised. This interim position will ensure continuity of services to the vulnerable residents to whom these services are provided. There is no identified reasonable alternative.
- 2.3 The report seeks the delegation of authority to the Corporate Director Health, Adults and Community to award contracts following the conclusion of the required procurement processes. It is open to the Mayor in Cabinet to alternatively instruct that all, or specific, contract award recommendations are referred back to Cabinet for decision or be made by Individual Mayoral Decision.

3. DETAILS OF REPORT

- 3.1 Since January 2016, Integrated Commissioning within the Health, Adults and Community Directorate has been undertaking a wide range of procurement activity approved by the Mayor in Cabinet in January 2016, to address previous significant delays in procurement, gaps in contractual arrangements and out of date contracts. This work has remodelled some aspects of services ensuring that all services deliver the outcomes that service users and carers are seeking, provide best value and have been procured in a way that complies with the Council's Financial Regulations and procurement rules.
- 3.2 This has been a necessarily ambitious programme of work that condensed four years of procurement activity into two years. At the current time, 74% of the plan has either been delivered or procurements are underway. The profile of the procurement activity carried out includes:
- 44 contracts are in place which amounts to spend of £28,669,846
 - 15 procurements are currently live covering spend of £12,139,701
 - 5 procurements will commence in 2018 totalling spend of £719,466 (one of these procurements incorporates 5 current contracts)
 - 2 procurements are not due until 2019
 - 2 contracts on the original schedule have not been retendered, in one case due to a provider exiting the market and in the other due to the changes implemented through the hostels commissioning plan
 - The remaining contracts relate to sheltered housing and these have been subject to a further review and will be presented to Cabinet in March 2018
 - Every procurement has sought to achieve additional social value and this is delivering a range of local benefits. Examples include two apprenticeships offered in Extra Care Sheltered Housing; four apprenticeships for people aged 50+ in the Link Age Plus service and four work experience / pre-employment placements in the hostel sector per annum. In other contracts the social value is built into the requirements, for example the delivery of the Ethical Care Charter in home care.
 - 19 contracts have been let to local providers

- 32 contracts have been let to the voluntary and community sector
- 2 providers are new to the borough

3.3 Alongside the delivery of the procurement plan a significant programme of work has been completed to ensure that the re-procurement has been carried out within a solid context of up to date commissioning strategies, an approach to ensure sustainability of the social care market and within the context of increasing integration with the NHS and other partners. This work has included:

- Co-production of new strategies and service specifications with service users and carers to address gaps and ensure that the focus of all services is on delivering outcomes to meet the needs of local people – new strategies for carers, people with a learning disability, autism, mental health and an Ageing Well (50+) strategy have all been developed and put in place
- A review of value for money and the development of the Medium Term Financial Plan leading to identification of opportunities to make efficiencies, modernise services and align with broader corporate initiatives such as Workpath
- Developing our approach to integrated commissioning with Health, including our plans for the Better Care Fund and Improved Better Care Fund
- Stabilising the residential care market in borough and our use of out of borough placements through renegotiation of fees in the context of a previous policy of 0% fee uplifts
- Recommissioning our entire domiciliary care portfolio including outsourcing Fides, a home care provider previously brought into the Council to prevent its failure in the care market
- Working with partners including Unison to implement the Ethical Care Charter within the new home care model
- Creating a new commissioning approach to hostel provision and remodelling this provision to enable improvements to hostel buildings and improved move-on pathways and outcomes for service users
- Implemented the new corporate Procurement Framework as part of the Best Value plan; drawing all contracts together into one Contracts Register and re-established the Directorate Procurement Board to oversee the Procurement Plan
- Negotiated market rents as part of the review of community/Council buildings project
- Creating greater consistency of approach to provider and market oversight and business intelligence to understand, manage and develop the market via a quality framework.

3.3 In accordance with the Cabinet decision in January 2016 relevant contracts were extended in order to allow time for this work to take place. This has resulted in the completion of the majority of the procurements outlined within the plan. Each procurement typically takes between 9-12 months and the phasing and timing was planned according to the work needed in relation to

each service are. Additional time has been needed to ensure a thorough approach to co-production and broader engagement with service users and carers. In some areas, complexities have arisen due to building or rent related issues, particular market conditions and other interdependent matters specific to certain services.

3.4 Within this context, a small number of contracts require further time to conclude the necessary work or require a specific decision by the Mayor in Cabinet. These are set out below.

3.5 Direct Payment Support Service

3.5.1 This service provides support to Adult Social Care service users who opt to receive a Direct Payment and arrange their own care and support. It is a critical service in enabling people to be independent and have maximum choice and control over their care.

3.5.2 A previous tender for this service was abandoned and there are a number of complexities which have hindered concluding the work to agree a new approach to re-procurement. This includes a recently expressed interest from the Clinical Commissioning Group (CCG) in procuring a joint service, the sustainability of the current provider as a local User Led Organisation, rent/lease/building issues in relation to the current premises and incumbent provider and the need for a robust co-production approach to recommissioning which is equitable for all providers who may seek to bid for the service.

3.5.3 A new commissioning approach has now been agreed and this requires a further year to implement. The Mayor in Cabinet is asked to approve the arrangements to enable this procurement to take place.

3.6 Services for Older People

3.6.1 Tower Hamlets Ageing Well Strategy was approved at Cabinet in May 2017. This wide-ranging portfolio of activity to support adults 50+ to 'age well' covers some of the most complex and sizable procurements. There is recognition of the need to modernise care and support options for people as they age to meet the diverse needs and wishes of older people and to make them more cost effective. There are significant challenges relating to market sustainability in this area.

3.6.2 A review and remodelling of day support, co-produced with those who will use this service is a key part of the strategy. The procurement approach has taken some time to develop due to significant lease and rent issues for existing services (note that the Mayor in Cabinet recently agreed to the resolution of longstanding lease and rent issues relating to Sonali Gardens), the need to look at what other local authorities are doing in this area and key gaps in personnel during the latter months of 2017. A new approach has now been developed. Two previous contracts for day support for older people have ended and have been operating on a spot purchase basis (The Sundial Centre

& Sonali Gardens). In order to give greater contractual oversight prior to the procurement exercise, a direct award is being sought.

3.8 The Information, Advice and Advocacy Service

3.8.1 The Information, Advice and Advocacy Service meets the statutory information advice and advocacy needs of those adults who need care and support and who live in the borough.

3.8.2 A review of our Information, Advice and Advocacy contract has been underway during 2017 however the development of the new model and specification has taken longer than anticipated. Additional time has been needed to consider how this service will fit with a new customer access approach within the Council more broadly and with plans across the NHS to streamline points of access and how information and advice is provided.

3.8.3 The term of the original contract is 3 years +1 year +1 year and in total this runs until 31/07/2018, however the Mayor in Cabinet under the previous administration agreed the initial 3 year term and required further Mayor in Cabinet approval to further extend the contract. A one year extension was sought and approved by the Mayor in Cabinet in January 2016 however the final additional one year extension now requires approval. It is anticipated that additional time will be required to conclude the work and this is also requested.

3.9 Link Age Plus – Revised Contractual Value

3.9.1 The retendering of the Link Age Plus contract was included in the Contracts Forward Plan – Quarter 2 (2016/17) report considered by the Mayor in Cabinet on 26 July 2016. The contract value reported to Cabinet in this report was £600,000 per annum, with a total term value of £3,000,000.

3.9.2 Subsequent to this, an opportunity was identified to combine a separate contract (for the Older Person's Reference Group - OPRG) into the Link Age plus contract in order to provide an improved offer to older people and to achieve a small saving (c£14,000). The intention to combine the two contracts was reported via the Tollgate process, with an increased contract 'ceiling' value of £650,000.

3.9.2 This represents a positive outcome, both in terms of the service provided to older people in the borough and in terms of value for money. Due to the combining of the two contracts, technically, the new contractual amount exceeds the amount authorised by the Mayor in Cabinet by £41,478 per annum, equating to £207,390 over the five year term of the contract. In order to ensure compliance with the Council's Financial Regulations it is necessary to seek authority for this additional expenditure.

3.10 Public Health – School Health Service

The current school health contract ends on 30th April 2018 and would benefit from alignment to the school year. It is proposed to start the new contract

from 1st August 2018 to enable the service to hit the ground running for the new academic year starting in September. In order to provide continuity of service for the whole of the final term 2017-18 it is necessary to extend the current service for a further three months from 1st May 2018 to 31st July 2018. The value of this extension requires approval by the Mayor in Cabinet.

3.11 Learning Disability Respite – Hotel in the Park

3.11.1 The co-produced Adults Learning Disability Strategy 2017-2020 was approved by the Mayor in Cabinet in September 2017 and sets out an ambitious set of priorities and objectives to deliver better outcomes for people with learning disability in Tower Hamlets. In need of significant review and redesign, this aspect of commissioning required a complete pause to go ‘back to basics’ to understand and analyse existing arrangements and spend, spot contracting and provider sustainability. The work is being taken forward jointly with the CCG and will deliver significant efficiencies. Recommissioning is now underway as reported via the Cabinet Contracts Forward Plan Quarter 4 2017/18 (30 January 2018).

3.11.2 Hotel in the Park is delivered by the Camden Society and is based in Victoria Park. This is the only respite service for adults with learning disability in the borough and is a scarce resource. Respite services outside of the borough are also currently utilised. There have been concerns around sustainability of respite provision. All services are currently spot purchased. Work to review respite provision and achieve improved local arrangements is underway. In order to give greater contractual oversight and security to Hotel in the Park, a direct award of a contract until 31/3/09 is recommended whilst this work is completed.

3.12 The Mayor in Cabinet is asked to approve the following decisions based on the issues outlined above:

Table A – For Approval by the Mayor in Cabinet

| Ref | Contract | Supplier | Nature of decision | Value |
|-----|---|------------------------------|---|-----------------------------------|
| 1 | Hotel in the Park Respite Service ESCW(AHWP) 4471 | Camden Society | To rationalise current spot purchasing - Direct Award from Cabinet approval date until 31/03/2019 | £430,000 |
| 2 | Sonali Gardens Day Service AH 5016 | St Hilda's | To rationalise current spot purchasing - Direct Award from Cabinet approval date to 31/03/2019 | £ 519,414 |
| 3 | Sundial Centre AH5016 | Peabody Trust | To rationalise current spot purchasing - Direct Award from Cabinet approval date to 31/03/2019 | £332,839 |
| 4 | Direct Payment Support Service | Real DPO Ltd | To allow time to re-procure - Direct Award from Cabinet approval date to 31/3/2019 | £333,600 |
| 5a | Information Advice and Advocacy Service ESCW (AHWP) 4183 | Real DPO Ltd | To formalise contract extension provided for under current contract - Enter into the final 1 year extension of the existing contract up to 31/07/2018 | £485,000 |
| 5b | Information Advice and Advocacy Service ESCW (AHWP) 4183 | Real DPO Ltd | To provide additional time to re-procure - Direct Award from 01/08/2018 to 31/7/2019 | £485,000 |
| 6 | School Health Service Public Health | Compass Health and Wellbeing | To align the contract with school academic years - 3 months Direct Award from 1/05/2018 – 31/07/2018 | £395,250 |
| 7 | LinkAge + AHS 5112 | Toynbee Hall Consortium | To revise the contractual value by £41,478 per annum | £207,390 over the five year term. |

3.13 Significant improvements have been made to the how the portfolio of contracts and workload is managed going forward in line with the broader work completed on our procurement approach across the Council:

- Contracts Register which feeds into the quarterly contracts register report to Cabinet – this provides transparency of all upcoming procurement and allows the Mayor in Cabinet to identify any procurements for which further information is required and/or the Mayor requires the decision to be made in Cabinet
- Clearer commissioning strategies, co-produced with service users and carers and which provide prioritisation and phasing and alignment to the medium term financial strategy
- Resourcing through integrated commissioning teams with specific responsibilities for delivery of the strategy outcomes and the associated procurement work
- Phased end dates to contracts to allow procurement work to be planned and managed over 3-5 years

- Longer contract terms (often three years with ability to extend for a further two) which reduces the need to repeat procurements very frequently unless there is an over-riding reason why to do so would be best value

4. COMMENTS OF THE CHIEF FINANCE OFFICER

4.1 The Chief Finance Officer notes the Adult Social Care procurement plan and the proposals for contractual agreements in this report. The contract spend will be funded through existing budget in the Health, Adults and Community directorate.

5. LEGAL COMMENTS

5.1 The Council has a suite of duties under Sections 1-7 of the Care Act 2014, including a duty to promote integration of care and support with health services and a duty under section 6 to co-operate generally with those it considers appropriate who are engaged in the Council's area relating to adults with needs for care and support. Section 4 requires the council to establish a service for advice and information. Further, there is a general duty to prevent needs for care and support from developing. The Care and Support Statutory Guidance, most recently updated in August 2017, details a person-centered approach.

5.2 Where an individual has been assessed as having eligible needs for care and support and a care plan has identified the services or support necessary to meet those needs, the Council must continue to meet those needs unless a reassessment indicates that their needs have changed. If the Council were to cease the provision of services without alternative provision in place, for example, whilst completing a new tender exercise, there is a very serious risk that those needs will not be met, leaving vulnerable adults at risk of harm, and the council exposed to legal challenge.

5.3 For this reason the Council must enter into various short term contracts to ensure continuity of services to prevent the risk of harm occurring whilst a full competitive exercise is being carried out. Also, the Council's Best Value duty under section 3 of the Local Government Act 1999 requires the Council to demonstrate that its purchases are economic, efficient and effective. This is usually demonstrated through a tender process and is required to rationalise the position in respect of a number of the "spot purchase" contracts shown in Table A. Again though, the existing arrangements will need to be maintained to provide the necessary time to carry out the tender without causing a break in service continuity.

5.4 However, the short term contracts term length is only that which is reasonably necessary to allow the Council to run the proper procurement process which demonstrates that the Council's purpose is not to distort competition.

5.5 In any event, the Council has a legal obligation to subject its purchases to competition in accordance with the Public Contracts Regulations 2015. However, the services detailed in this report are those which are referred to in

Schedule 3 of the regulations and therefore the tender procedure to be followed is less restrictive. The only requirement is that the Council follows a process which complies with its general treaty obligations of openness, non-discrimination and proportionality. However, the relevant adverts and award notices will have to be placed in the European Journal.

- 5.6 In respect of the short term contracts the Council still has the legal duty to achieve Best Value. However, where competition is absent the Council should undertake appropriate bench marking to ensure that the prices paid under the contracts are comparable with that which might be expected should competition have taken place.
- 5.7 The short term contracts should be on the same terms and conditions as the existing contracts which should ensure the maintenance of the level of quality.
- 5.8 When considering its approach to contracting, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who do not (the public sector equality duty). Officers are expected to continuously consider, at every stage, the way in which procurements conducted and contracts awarded satisfy the requirements of the public sector equality duty. This includes, where appropriate, completing an equality impact assessment which should be proportionate to the function in question and its potential impacts.

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1 Individual procurement projects will be subject to Equalities Assessments as necessary, and service specifications for each service to be procured will address all relevant equalities requirements relevant to the service being procured.
- 6.2 The Council's existing methodology for deriving community benefits and social value from procurement exercises will be fully utilised in order to ensure that successful bidders commit to activities that add value to and enhance local communities. These added value benefits will be geographic in nature, such as hosting social events in specific communities and / or specifically targeted towards local residents by for example offering apprenticeships and other employment and training related opportunities. The extent to which additional community benefits are derived will vary depending on the size, value and nature of the contract being procured.

7. BEST VALUE (BV) IMPLICATIONS

- 7.1 The current prices for all of the contracts listed in this report reflect the relevant markets today and represent the most economically advantageous prices.

7.2 Contracts are awarded to bidders submitting the most economically advantageous tenders and in full compliance with the Council's Procurement Procedures in order to ensure that Best Value is achieved.

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

8.1 There are no specific environmental impact issues arising as a result of this report.

9. RISK MANAGEMENT IMPLICATIONS

9.1 There is a risk of challenge to the Council from the market in circumstances where the Council continues to contract with a provider beyond the advertised term of a contract. The proposals set out in this paper are designed to mitigate this risk as far as possible by initiating new competitive procurement processes in order to secure new contracts for all of the services subject to this risk. This risk also needs to be set against the Council's duties in respect of the provision of community care services as well as the impact on vulnerable service users were any of the services that are the subject of this report not maintained in the interim.

10. CRIME AND DISORDER REDUCTION IMPLICATIONS

10.1 There are no specific crime and disorder reduction implications arising as a result of this report.

11. SAFEGUARDING IMPLICATIONS

11.1 The services which are the subject of this report are all provided to individuals who are either vulnerable or at risk of vulnerability related to their community care needs and / or as a result of actual or potentially insecure housing situations. The cessation of any of these services until such time as new contracts could be procured and let would therefore have direct safeguarding implications for the individuals concerned and would inevitably increase the risk to those individuals. The proposal to maintain the necessary services, by direct award of contract, until the point when new contracts are let is specifically intended to remove this risk.

Linked Reports, Appendices and Background Documents

Linked Report

- Cabinet report of 5 January 2016 – Commissioning of Adult Social Care and Supported Housing Contracts

Appendices

None


Background Documents

None

Officer contact details for documents:

- Karen Sugars Acting Divisional Director Integrated Commissioning
- Karen.sugars@towerhamlets.gov.uk

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| <p>Cabinet</p> <p>27 February 2018</p> |  <p>TOWER HAMLETS</p> |
| <p>Report of: Asmat Hussain, Corporate Director, Governance</p> | <p>Classification: Unrestricted</p> |
| <p>Clear Up Project Update</p> | |

| | |
|-------------------------------|---|
| Lead Member | Mayor John Biggs |
| Originating Officer(s) | Paul Greeno, Senior Corporate & Governance Lawyer |
| Wards affected | All |
| Key Decision? | No |
| Community Plan Theme | A fair and prosperous community |

Executive Summary

This report is providing an update with progress on the recommendations for further action arising out of the Clear Up Report.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Note the report.

1. REASONS FOR THE DECISIONS

- 1.1 In accordance with the policy of openness and transparency it has been agreed that not only the report of the Clear Up Project but details of subsequent actions by the Council are published and in the public domain.

2. ALTERNATIVE OPTIONS

- 2.1 This is a noting report.

3. DETAILS OF REPORT

- 3.1 The Clear Up project was established at the request of the Commissioners to conduct a review of any unconsidered allegations of improper Council decision making or impropriety in the discharge of Council functions. The project focused on allegations which related to any decisions or activity which took place between October 2010 and June 2016 (the period from the election of the previous elected mayor to the re-launch of the Whistleblowing policy).
- 3.2 The Project was launched in September 2016, and anybody could raise an allegation to the independent Clear Up Team as long as it met the following criteria:
- The allegation referred to a decision or activity that occurred between October 2010 and June 2016;
 - The allegation was notified directly to the Clear Up Team between Thursday 8th September 2016 and Thursday 8 December 2016 or via the Secretary of State's Commissioners, a Member of Parliament or a Councillor; and
 - Included details of the alleged impropriety and any evidence which supported the complainant's claim. The complainant could also provide their contact details to allow a member of the Clear Up Team to discuss further the allegation.
- 3.3 An independent Clear Up Team was appointed to investigate the allegations. During the nominations window, 66 allegations were received and each were considered by the independent Team: including reporting progress and making recommendations regularly to the Clear Up Board and which comprised the Chief Executive, Monitoring Officer, Corporate Director, Resources and a lead Commissioner (Chris Allison).
- 3.4 The Clear Up Board considered the final investigation reports and the draft final report at its final Board meeting on 27th March 2017. Following that meeting the report was amended to include the Board's decisions upon the final investigation reports and was finalised and published.
- 3.5 Following receipt of the Clear Up Project report the Monitoring Officer carefully considered the report and specifically Annex 1 which set out each of the 66 allegations; their finding; and the recommendations. Of those 66 it was noted that:
- 38 - Rejected (includes 1 that was also partially out of scope)
 - 11 - Out of Scope
 - 5 - Upheld
 - 11 - Partially Upheld
 - 1 ongoing

- 3.6 Even where allegations were rejected or were out of scope, the Clear Up Board considered whether there were any lessons to be learnt and made recommendations accordingly. Recommendations for action were made in respect of a total of 41 of the allegations.
- 3.7 In addition the Monitoring Officer has carefully considered the report and, in particular, Annex A and where further action was required by the Council, has allocated that action to various Corporate Directors and Divisional Directors.
- 3.8 On 27th June 2017 the Mayor in Cabinet received a copy of the final report of the Clear Up Project. Since then, the Monitoring Officer has been reviewing actions taken and a further 30 cases have been closed leaving 11 cases where recommendations are still outstanding. Progress has also been made in respect of those remaining 11 matters. A number of those matters have more than 1 recommendation for action and a number of those individual recommendations have been fully actioned but the case itself cannot be closed as there are other outstanding actions in relation to that case.
- 3.9 There are currently 14 outstanding recommendations in respect of the 11 outstanding cases. These have been clustered to reflect that the same recommendation may apply to more than 1 case. A spreadsheet showing these outstanding actions is attached at Appendix 1.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

- 4.1 There are no direct financial implications.

5. LEGAL COMMENTS

- 5.1 The Monitoring Officer has been monitoring actions taken and where an action has been completed the Monitoring Officer has ensured that all appropriate lawful steps were taken to comply with the recommendations.
- 5.2 The Council has a duty under 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. This is referred to as the Council's best value duty.
- 5.3 By virtue of Directions that were made by the Secretary of State on 17th March 2015 the Council was required to draw up and agree with the Commissioners a strategy and action plan for securing the Authority's compliance with the best value duty. Part of that plan included a recommendation that the Council set up a Clear-Up Team to ensure that any historic unconsidered allegations of improper Council decision making or impropriety in the discharge of Council functions are properly investigated and determined. A natural consequence of the investigation and determination is to consider the findings and implement recommendations so as to continue to demonstrate the Council continued commitment to the best value duty.

5.4 Pursuant to the Direction of 28th March 2017 progress upon this matter will be included in the quarterly reports to the Secretary of State upon the Best Value Action Plan and Best Value Improvement Plan.

6. ONE TOWER HAMLETS CONSIDERATIONS

6.1 The Clear Up Project is a continuation of the Council's improvement to its organisational culture. It demonstrates a commitment to put the concerns of employees and local people first and for fair and transparent decision making and which contributes to the delivery of One Tower Hamlets priorities and objectives.

7. BEST VALUE (BV) IMPLICATIONS

7.1 The Council has a duty under 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. This is referred to as the Council's best value duty.

7.2 By virtue of Directions made by the Secretary of State on 17 March 2015 the Council was required to draw up and agree with the Commissioners a strategy and action plan for securing the Authority's compliance with the best value duty. Part of that plan included a recommendation that the Council set up a Clear-Up Team to ensure that any historic unconsidered allegations of improper Council decision making or impropriety in the discharge of Council functions are properly investigated and determined. A natural consequence of the investigation and determination is to consider the findings and implement recommendations so as to continue to demonstrate the Council continued commitment to the best value duty.

7.3 Pursuant to the Direction of 28 March 2017 progress upon this matter will be included in the quarterly reports to the Secretary of State upon the Best Value Action Plan and Best and Best Value Improvement Plan.

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

8.1 None.

9. RISK MANAGEMENT IMPLICATIONS

9.1 Ensuring a culture whereby persons feel empowered to raise concerns is an important part of risk management and should reduce risks.

10. CRIME AND DISORDER REDUCTION IMPLICATIONS

10.1 Ensuring a culture whereby persons feel empowered to raise concerns when there is a reasonable belief (and it is in the public interest) that a criminal offence or a miscarriage of justice is likely to occur and which involves the Council should assist in reducing crime.

11. SAFEGUARDING IMPLICATIONS

11.1 Safeguarding is a term which is broader than 'child protection' and relates to the action taken to promote the welfare of children and protect them from harm. Safeguarding is everyone's responsibility. Safeguarding is defined in Working together to safeguard children 2013 as:

- protecting children from maltreatment
- preventing impairment of children's health and development
- ensuring that children grow up in circumstances consistent with the provision of safe and effective care and
- taking action to enable all children to have the best outcomes

11.2 Where the findings and recommendations of the Clear Up Project relate to issues of Safeguarding these have been referred to the Corporate Director, Children's Services for consideration and action.

Linked Reports, Appendices and Background Documents

Linked Report

- NONE

Appendices

- 1 – Spreadsheet of Outstanding Recommendations.

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

- NONE.

Officer contact details for documents:

N/A


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CLEAR UP PROJECT
OUTSTANDING ACTIONS CLUSTERED

| Responsible Post | Ref. No. | Recommendation | Service Update |
|--|--|--|--|
| Service Head, Risk Management | CU 009 | The Corporate Investigation Team to re-examine the allegations contained within the original referral in relation to the Mosque, in order to consider whether any retrospective investigation is required to satisfy the Council that public funds have not been misused. | The review of the investigation is on-going and was scheduled to be completed by the end of the January 2018. Further update awaited. |
| Divisional Director, HR & Transformation | CU 015 | Consider whether it would be more efficient to centralise investigations under an appropriate Directorate where there are allegations of a complex nature or serious misconduct, to ensure independence, faster turnaround of cases, and the utilisation of investigative specialist expertise. The current system leads to delays in concluding matters as Investigation Officers for HR matters still have to fulfil their normal role objectives and, in many cases, do not have professional investigative expertise. | <p>The review and realignment of HR Policy and Procedures is underway. The first 'phase' of the review has focused predominantly on 4 key current people policies and procedures. Disciplinary; Combatting Harassment and Discrimination (CHAD)/ Grievance, Absence and Performance of employed Council staff and has considered:</p> <ul style="list-style-type: none"> • current policies and procedures • application of those policies and procedures • perception and views of those who either use, or have been through these procedures - managers, TU's, HR and staff member <p>Reports went to CLT on 13/09/2017 and GP Committee on 12/10/2017</p> <p>The implementation of this process has been deferred on agreement with the Chief Executive and CLT until after the election</p> |
| Divisional Director, HR & Transformation | CU 015 | It is recommended that when an officer leaves Council employment whilst under investigation, a final investigation report is still completed and submitted to the appropriate Service Head / Director and HR, to ensure completeness of records and in anticipation of any future legal challenge to outcomes | See update for Ref. No. CU 015 above |
| Divisional Director, HR & Transformation | CU 015 | HR processes and guidance on the suspension of employees should be reviewed, to ensure that suspension periods are as short as possible | See update for Ref. No. CU 015 above |
| Divisional Director, HR & Transformation | CU 015 CU 027 CU 031 CU 035 CU 057 | The Council's HR Division to review the investigation process for Grievance; Combatting Harassment and Discrimination (CHAD) and Disciplinary issues with a view to ensuring members of staff are only investigated once for the same issue, with outcomes settled (not including appeals) after the first investigation. The current system whereby Grievance / CHAD investigations then lead to disciplinary investigations could be considered inefficient, wasteful of resources and public money, together with being a potential strain on all involved. | See update for Ref. No. CU 015 above |
| Divisional Director, Legal | CU 023 | The Legal Department should consider the communication processes between the Legal Team and the relevant Council delivery team to ensure that there is clarity regarding when all executed contracts have been received and delivery can commence or, if delivery is commenced in the absence of a signed contract, for the delivery team to correctly follow the procedures to obtain approval and record the decision on the Council's risk registers | An Audit Report on the signing and sealing of contracts has made certain recommendations including in respect of the communications process. These recommendations are being put in place with completion scheduled by the end of the current quarter |
| Service Head, Risk Management | CU 039 CU 047 | Internal Audit is requested to undertake a review to test that a sample of electors added to the electoral roll have provided appropriate evidence of their eligibility (including nationality, date of birth and address of residence). This review should be completed prior to the 2018 Mayoral and local elections. | The sample testing has been arranged to take place during February 2018 |
| Service Head, Risk Management | CU 041 | 2016 Internal Audit Report 'Fact Finding Report, Youth Service Review' to be finalised as soon as possible. | This report will be finalised as soon as possible. Arrangements have been made to strengthen the case management system to ensure all investigations are logged, monitored and reported. A follow up system has been developed to review recommendations raised by the corporate fraud team and for these to be reported to the Corporate Leadership Team and the Audit Committee |

CLEAR UP PROJECT
OUTSTANDING ACTIONS CLUSTERED

| Responsible Post | Ref. No. | Recommendation | Service Update |
|----------------------------------|----------|--|--------------------------------|
| Corporate Director, Resources | CU 055 | The Council should consider whether they wish to approach officials of the two organisations where grant applications may have been submitted with intent to deceive, to request an explanation of the similarities and issues with their Mayor's Community Chest grant applications made in 2013. It should also be considered whether it would be appropriate to request the return of the funding provided subject to proof being provided that the funds were spent in accordance with the grant agreements. | This is still being considered |

| | |
|---|---|
| <p>Cabinet</p> <p>27 February 2018</p> |  |
| <p>Report of: Debbie Jones, Corporate Director (Children's Services)</p> | <p>Classification: Unrestricted</p> |
| <p>Determination of School Admission Arrangements for 2019/20</p> | |

| | |
|-------------------------------|---|
| Lead Member | Amy Whitelock-Gibbs, Cabinet Member for Children's Services |
| Originating Officer(s) | Terry Bryan, Head of Pupil Services Christine McInnes, Divisional Director Education and Partnership |
| Wards affected | All wards |
| Key Decision? | Yes |
| Community Plan Theme | A Prosperous Community |

Executive Summary

This paper presents recommendations for Cabinet to agree the Local Authority's school admission arrangements for Tower Hamlets Community Schools and those schools for whom the Local Authority acts as the admission authority.

Recommendations:

The Mayor in Cabinet is recommended to:

- Agree the oversubscription criteria for admission to Community Nursery Schools/Classes in 2019/20, as set out in Appendix 1.
- Agree the oversubscription criteria for admission to Community Primary Schools in 2019/20, as set out in Appendix 2.
- Agree the oversubscription criteria for admission to Community Secondary Schools in 2019/20 as set out in Appendix 3.
- Agree the schemes for co-ordinating admissions to the Reception Year and Year 7 for 2019/20, as set out in Appendix 4.
- Agree the scheme for co-ordinating 'In-Year' Admissions for 2019/20, as set out in Appendix 5.
- Agree the planned admission number for each school in Tower Hamlets in 2019/20, as set out in Appendix 6.

1. REASONS FOR THE DECISIONS

- 1.1 The Council decides and implements its school admission arrangements through local consultation and collaboration, enabling it to fully understand and meet circumstances in its area. In doing so, the Council seeks to provide a clear framework intended to ensure that arrangements are lawful, reasonable and minimise delay to children accessing education.
- 1.2 The proposed schemes, consultation and recommendations in this report are consistent with the Council's statutory duties as set out in the most recent revision of the School Admissions Code (Dec 2014).
- 1.3 The co-ordination of admissions arrangements together with school catchment areas provide a framework to plan the provision of school places more coherently, taking account of existing and future school locations; travelling distance; pupil migration and changes in neighbouring boroughs.

2. ALTERNATIVE OPTIONS

- 2.1 The Council has a statutory duty to annually determine the arrangements for admission to its community schools and to formulate a complying scheme for co-ordinating admissions at the main points of entry (i.e. reception, Year 3 for junior schools and Year 7 for transfer from primary to secondary school). If Cabinet fails to take such action the Council would be acting contrary to the law.
- 2.2 The recommendations in this report have been prepared with regard to the need for arrangements to be clear, objective and fair. Due consideration has been given to alternative admission arrangements, but any alternative action could lead to inequality and leave the Council open to legitimate complaint and legal challenge. If Cabinet wished to consider adoption of alternative arrangements, then full consideration would need to be given to the guidance provided, particularly as to the legal requirements.

3. DETAILS OF REPORT

A Local Authority must consult the public on its school admission arrangements if it wants to propose changes and at least once every 7 years even if there are no proposed changes. Tower Hamlets consults on its arrangements every year. This is to ensure transparency and openness on the contents of our arrangements and to give parents and the wider community opportunity to make informed representation, which can then be considered as part of the determination of the arrangements. An annual consultation is particularly important to those who might not have previously been interested in school admission arrangements, perhaps because they did not yet have a child approaching school age.

A public consultation commenced on 1st November 2017 and concluded on 5th January 2018. An analysis of the responses is included as Appendix 7 to this cabinet report. The Tower Hamlets School Admission Forum, representative of schools, parents, community organisations and other key stakeholders in the admission process discussed and agreed the proposals at its meeting on the 14th December 2017.

3.1 Church, Academy and Free Schools

Church, Academy and Free Schools are responsible for determining their own admissions policies. They will therefore consult separately and especially when changes are being proposed. Although these schools decide on their own admissions they must participate in the Local Authority's determined arrangements for co-ordinating admissions for entry to primary and secondary school as set out in paragraph 3.6 below.

3.2 Nursery Admissions Arrangements (Appendix 1)

There are no proposals to alter the existing oversubscription criteria for admission to community nursery schools and classes. Previously the Council agreed to establish a central system for the co-ordination of applications for admission to Tower Hamlets nursery schools for the 2019/20 school year.

3.3 Primary School Admission Arrangements (Appendix 2)

The primary school catchment system continues to ensure better outcomes for Tower Hamlets residents with a high proportion of children gaining a place at a nearby primary school. The percentage of Tower Hamlets children securing a place at one of their parent's top three preferences remain significantly above the London average with the results for the past three years shown in the chart below:

| School Year | % of LBTH children securing a place at one of their top three preferences of primary school | London Average |
|-------------|---|----------------|
| 2015/16 | 95% | 92.5% |
| 2016/17 | 96% | 94% |
| 2017/18 | 96% | 95% |

However, in order to ensure that these results remain positive there will be a need for periodic modifications to primary school catchment areas, based on projected future changes to the pupil population and the Council's plans to conduct a full review of its school place capacity. It will also need to take account of the addition of new schools in the Tower Hamlets area through the Government's free school process.

There is a significant proposal to change the oversubscription criteria for Tower Hamlets community schools. The change is for an additional oversubscription criterion to be added giving priority to children of staff, after children who are admitted under the sibling criterion. This addition is detailed in the proposed primary school oversubscription criteria for 2019/20 set out in Appendix 2.

The proposed change to the oversubscription criteria is intended to assist schools in the recruitment and retention of staff who are appointed to fill a demonstrable skills shortage (e.g. ICT technicians, teachers of maths or physics) or retain a key member of staff who has worked at the school for at least two years.

Other local voluntary aided (church) and academy schools as well as schools in neighbouring boroughs already give priority to children of staff. Including this provision for Tower Hamlets community schools would ensure that they are not disadvantaged in what is becoming an increasingly competitive education recruitment market.

The Council's decision to consult on this change followed a number of representations received from schools and headteachers during the public consultation on the proposed arrangements for admission to community schools in 2018/19, which took place last year.

This year's public consultation therefore sought responses on the specific question of whether priority for children of staff should be included as an additional oversubscription criterion. The consultation explained the reasons and potential benefits and that the number of children to qualify under this criterion is likely to be very small. It also confirmed that the Council would place a limit on the number of places that can be offered under this category. From the forty eight responses to the consultation 41 (85.4%) of the respondents were in favour of the proposal for primary schools. Of the parents who took part in the consultation, 83.3% were in favour of the proposed change. The full report on the outcome and analysis from the public consultation is attached as Appendix 7 to this cabinet report.

The Tower Hamlets School Admission Forum members were united in their agreement that this additional criterion would only serve to improve staff recruitment and retention issues within Tower Hamlets community schools. Enabling them to compete in the current recruitment market, and, through this, have a wider positive impact on the educational outcomes for Tower Hamlets' children and young people.

The Council also undertook an Equalities Impact Assessment to determine whether the proposed change might significantly impact protected groups and what steps if any could be taken to lessen its impact. This was balanced against the impact of the oversubscription criterion as it currently exists against these protected groups. The findings from the Equalities Impact Assessment were that the proposed change was unlikely to have a discriminatory or detrimental impact on any protected groups of service users. All opportunities to promote equality and prevent discrimination had been taken. The report is attached as Appendix 8 to this cabinet report.

Given the support received by respondents to the public consultation and the overwhelming support from the School Admissions Forum the Authority is recommending to cabinet that the Council agrees the proposed oversubscription criteria for admission to Community Primary Schools in 2019/20.

3.4 Secondary School Admission Arrangements (Appendix 3)

The outcomes for children starting secondary school remain positive and continue to exceed the London average with the percentage of Tower Hamlets children securing a place at one of their top three preferences for the past three years shown in the chart below:

| School Year | % of LBTH children securing a place at one of their top three preferences of secondary school | London Average |
|-------------|---|----------------|
| 2015/16 | 93.5% | 88.5% |
| 2016/17 | 93.5% | 88.5% |
| 2017/18 | 91.3% | 88.6% |

The fall in the Tower Hamlets percentage success rate from the previous two years is a consequence of the increasing popularity of Tower Hamlets secondary schools alongside the rise in Year 7 pupil numbers.

In line with the proposed change to the primary school oversubscription criteria the public consultation also included the question on whether children of staff should be added to the secondary school oversubscription criteria. This was based on the same reasoning outlined in 3.3 above. From the forty eight responses to the consultation 39 (81.2%) of the respondents were in favour of the proposal for secondary schools. Of the parents who took part in the consultation, 83.3% were in favour of the proposed change.

Given the support received by respondents to the public consultation and the overwhelming support from the School Admissions Forum the Authority is recommending to cabinet that the Council agrees the proposed oversubscription criteria for admission to Community Secondary Schools in 2019/20.

3.5 Co-ordinated Admission Scheme - Reception Year 3 and Year 7 (Appendix 4)

The Local Authority has a statutory responsibility to co-ordinate admissions for children starting primary school, moving from infant to junior school and those transferring from primary to secondary school. The aim is to ensure that as many children as possible are able to receive an offer of a school place at the earliest stage. The scheme and timetable is devised in conjunction with the other London LAs

3.6 Co-ordinated Admission Scheme – In-Year Admission (Appendix 5)

The Local Authority also co-ordinates admissions for children who require a school place outside of the normal points of entry. This is not a statutory requirement, but it is an essential safeguarding provision that provides the Local Authority with the most effective way of ensuring that children missing from education can be identified and supported back into school quickly, particularly children who have experienced more complex problems and would therefore face tougher obstacles to them getting back into suitable education.

A scheme for co-ordinating in-year admissions is also essential at a time when the numbers of children requiring school places outside the normal points of entry remains high. The Local Authority and its schools have put in place a number of measures to support existing residents and new arrivals to the area, including an established Fair Access Protocol that enables vulnerable children to be placed in education provision quickly as well as ensuring that every school takes its fair share of children who are difficult to place.

The consultation proposed a significant change concerning the points at which children who are already on roll at a Tower Hamlets school should transfer to

a different Tower Hamlets school. Under existing arrangements school transfers are timetabled to take place at the start of each half-term. However, there is considerable concern from school headteachers that this is too frequent and is causing unnecessary disruption to children's education and their subsequent levels of attainment. This view is supported by the evidence from a previous national study and analysis on pupil mobility¹. The proposal is therefore to change the points at which a child could transfer school to the start of each new school term rather than each half term. Essentially, school transfers would now only take place in the September, January and April of the school year.

This new timetable will give the existing school time and opportunity to work with the family to resolve problems, particularly if a transfer is being sought because there has been a disagreement between the parents or child and the school. Exceptions will continue to be made in cases where children are making an unreasonable journey to a school or where there is an exceptional medical or social need for early transfer, but these will only be agreed following discussion with all parties involved.

The Authority has already established a number of methods to enable parents to have better information about in-year school transfers, partly aimed at discouraging unnecessary moves, and to reinforce parents' responsibilities to keep schools and the Authority informed of planned moves. This further provision should enable a system that ensures that school transfers take place when appropriate and or necessary.

From the 48 responses to the public consultation 37 (77%) were in favour of the proposed change to the timetable and arrangements for school transfers. The School Admissions Forum members were also largely in favour of this change and its comments, along with those from other respondents, are included in the report on the outcome and analysis from the public consultation, attached as Appendix 7 to this cabinet report.

Given the support received by respondents to the public consultation and the support from the School Admissions Forum the Authority is recommending to cabinet that the Council agrees the proposed scheme for co-ordinating 'In-Year' Admissions for the 2019/20 school year.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

- 4.1 This report explains the proposals for determining the admission arrangements to Tower Hamlets community schools and those for which the Council acts as the admission authority.
- 4.2 The capital consequences for the growing number of pupils in schools have already been advised to Cabinet and have been reflected in the Council's capital programme as far as current resources permit. There are no direct revenue funding implications for future years in respect to pupil numbers which are fully funded by the Dedicated Schools Grant.
- 4.3 There are no direct financial implications arising from the decision being made in this report.

¹ 'Between the cracks' RSA Study Exploring the Impact of Admissions in Schools in England (July 2013)

5. LEGAL COMMENTS

- 5.1 Cabinet is asked to agree the admission arrangements (including oversubscription criteria) for 2019/2020 as set out page one of the report. The full details of the arrangement are set out in the Appendices 1 to 6. The recommended proposals comply with the provisions outlined below.
- 5.2 The Council is the admission authority for all community and voluntary controlled schools in Tower Hamlets. At least two voluntary aided schools and four academy schools also use the same admissions arrangements. The Council is responsible for administering the co-ordinated scheme for all Tower Hamlets schools, including academy and free schools so that parents apply to their home local authority (irrespective of where the school might be) and receive one offer of a school place.
- 5.3 Section 88C of the School Standards and Framework Act 1998 (“SSFA”) requires the Council in its role as admission authority to determine the admission arrangements that will apply in line with regulations (currently, the School Admissions (Admission Arrangements and Co-Ordination of Admission Arrangements) (England) Regulations 2012 (“the Admission Regulations 2012”) as amended and the mandatory requirements of the School Admissions Code (“the Code”).
- 5.4 The Admission Regulations and the Code require that for the school year 2019/2020, the Council must –
- (a) Carry out any consultation required by SSFA section 88C and the Regulations between 1 October 2017 and 31 January 2018;
 - (b) Allow consultees at least six weeks to respond; and
 - (c) Determine its admission arrangements on or before 28 February 2018.
- 5.5 Once the Council has determined its arrangements it must notify the appropriate bodies, set out in the Code, and publish a copy of the determined arrangements on its website by 15 March in the determination year for the whole offer year, for any school or Academy in Tower Hamlets.
- 5.6 The Council must consult the public on its admission arrangements at least once every 7 years unless it is proposing changes then it must consult on the changes. Where there are no changes proposed, the Council is not required by the Regulations to consult, but can still do so if it chooses and should do so where it is considered necessary to properly assess the impacts of the arrangements. The Council consults on its arrangements every year.
- 5.7 The consultation carried out for the purposes of assessing the impact of the admission arrangements complies with the requirements in paragraphs 5.4(a) and (b) above. Further once the consultation has concluded, adequate time must be given for consideration and response. Finally, the product of consultation must be conscientiously taken into account before any final decision is taken.
- 5.8 When determining its admission arrangements, the Council is required by section 84(3) of the School Standards and Framework Act 1998 to act in accordance with the relevant provisions of the Code, which applies to all maintained schools. One requirement of the Code is that the Council must set an admission number (the Planned or Published Admission Number (PAN) for each relevant age group. For a community or voluntary controlled

school, the Council (as admission authority) must consult at least the governing body of the school where it proposes either to increase or keep the PAN (Appendix 6).

- 5.9 The function of setting the admission arrangements is an Executive one and therefore it is for the Mayor in Cabinet to make.
- 5.10 In determining the admission arrangements, 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. Relevant information on these considerations is provided in the One Tower Hamlets section of the report.

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1 The Council aims to establish and promote admission arrangements that seek to eradicate inequality and maximise the accessibility of school places. These policies are circumscribed by law and statutory guidance. They comply with equalities legislation and, as far as possible, are inclusive of the community. The Council is also mindful of its duty to ensure that school admission decisions meet parental preference, where possible. It monitors outcomes to ensure that any proposed policy change explain the background, identifies the issues of concern and highlights the potential benefits.

7. BEST VALUE (BV) IMPLICATIONS

- 7.1 Best Value is a core objective of the proposals outlined as they seek to secure the best outcomes for the population in the context of fair access to high quality local school provision.

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 8.1 The underpinning principle of the admission policy for community schools is to provide local places for local children. This reduces the need for pupils to travel long distances to school. The existing admission arrangements, aligned with the Authority's pupil place planning strategy, seek to alleviate pressures on school places in parts of Tower Hamlets as well as reduce the number of children who are travelling out of their immediate areas to access a school place.

9. RISK MANAGEMENT IMPLICATIONS

- 9.1 Admission arrangements must be reviewed periodically in accordance with the DfE School Admissions Code (2014). Failure to do so could lead to legal challenge and a loss of confidence in the Council as an admission authority.
- 9.2 Although, in practice, the Council maintains a high standard in ensuring that a very high percentage of families obtain a place at one of their preferred schools, there is still the need for it to regularly monitor and review its school admissions arrangements. The Council also needs to ensure that these arrangements continue to provide fair and equal access to school places for all children. The risk of not implementing the proposed policies could mean that arrangements would no longer reflect these underlying social equity principles.

10. CRIME AND DISORDER REDUCTION IMPLICATIONS

10.1 There are no crime and disorder implications

11. SAFEGUARDING IMPLICATIONS

11.1 These proposals, particularly the arrangements for the Local Authority to co-ordinate admissions at all points of entry, demonstrate that the Council is working collaboratively with schools and other agencies to safeguard and promote the well-being of all children in the borough.

Linked Reports, Appendices and Background Documents

Linked Report

- None

Appendices

- Appendix 1 Proposed admission arrangements and oversubscription criteria for Tower Hamlets community nursery classes in 2019/20.
- Appendix 2 Proposed admission arrangements and oversubscription criteria for Tower Hamlets community primary schools in 2019/20.
- Appendix 3 Proposed admission arrangements and oversubscription criteria for Tower Hamlets community secondary schools in 2019/20.
- Appendix 4 Proposed scheme for co-ordinating admissions to Reception and Year 7 for 2019/20
- Appendix 5 Proposed scheme for co-ordinating In-Year admissions for 2019/20
- Appendix 6 Planned Admission Number for each school in Tower Hamlets for 2019/20
- Appendix 7 An analysis of the responses to the public consultation
- Appendix 8 An Equalities Impact Assessment on the proposal to include priority for children of staff within the school admission oversubscription criteria.

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

- None

Officer contact details for documents: N/A

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TOWER HAMLETS CHILDREN'S SERVICES
Proposed Admissions Policy for
Community Nursery Schools and Classes
2019-20



Version: 1.0
Date issued: 1 November 2017
Prepared by: Pupil Services
Children's Services Directorate
Review date: October 2018



1. Introduction

- 1.1 Nursery education is provided in a range of settings in Tower Hamlets. This policy is for nursery education provided in community schools. Children will normally attend either a nursery school or a nursery class attached to a primary school. Some schools provide nursery education in an Early Years Unit attached to their school (EYU). The EYUs accept children aged from three to five years inclusive. All of these schools offer a mixture of part time places (either a morning or an afternoon); and full time places.
- 1.2 In this policy the term 'school' refers to a nursery school, a nursery class attached to a primary school or a school with an EYU.

2. Nursery Entitlement

- 2.1 All children aged three and four are entitled to 15 hours a week free nursery education during school term times (38 weeks a year), from the term following their third birthday.
- 2.2 Parents considering sending their child to a playgroup as well as a nursery class may wish to think about what impact this would have on their child and how they would cope with the two environments. The adjustment is often very demanding and confusing for children of this age and much of the benefit from either setting could be lost. Once children take up a nursery place, it is in their interests to remain at that school until they have to move on because of their age. Children take at least a term to settle and can find it very upsetting to move at this stage. Transfers are only considered if a family has moved from the area or on exceptional grounds.

3. Age of Admission to a Nursery School/Class

- 3.1 Parents who would like a nursery place for their child should get in touch with the preferred school when the child reaches the age of two.
- 3.2 The actual age at which a child can start will depend on the number of places available but will not be before the term after they turn three. In exceptional circumstances a child may start in the term they turn three but this will need agreement from the Local Authority.

4. Applying for a Place

- 4.1 Applications can be made by parents or carers with parental responsibilities who are residents of Tower Hamlets and professionals with parents' agreement. Application forms are available from schools, nurseries and Children Centres.
- 4.2 The closing date for applications is **15th January 2019** and the date on which families are sent notification of the outcome is **6th May 2019**.
- 4.3 Further information on the nursery schools and classes and how to apply for a place is set out in the Local Authority's school admissions booklet, 'Starting School in Tower Hamlets'.

5. How Decisions are Made

- 5.1 Decisions on applications for nursery places are made in accordance with the criteria and arrangements set out below. Children who attend a school's nursery class do not have priority for admission to the reception year as decisions on primary school admissions are taken separately.

6. Oversubscription Criteria

- 6.1 If a community school receives more nursery applications than places available the decision on whether or not a place can be offered will be made in accordance with the admission criteria set out in priority order below:
1. Children looked after by the local authority including adopted children who were previously looked after and children who leave care under a special guardianship or residence order;
 2. Children for whom it is deemed there is strong educational, medical or social reason to attend the school applied to (**See note 1**);
 3. Children living within the catchment area who have a sibling attending the school (including the school of separate infants and junior schools) and who will continue to do so on the date of admission (**See Note 2**);
 4. Children who live within the catchment area of the school and for whom the school applied for is their nearest community school within the catchment area;
 5. Other children from within the catchment area of the school;
 6. Children living outside of the catchment area of the school applied to.

In the event of oversubscription within categories 3, 4, 5, and 6 above, priority will be given to children who live closest to the school by the shortest walking distance. A digitised Ordnance Survey map is used to measure the distance from the home address to the school's designated official entrance.

Note 1: This can include the parents', carers' or other family members' medical conditions and the family's social needs. Parents must complete the relevant section on the application form and attach medical and/or social reports from a suitable professional (e.g. a doctor or social worker) to support the application.

Note 2: Includes the sibling of child who does not live within the school's catchment area, but who was admitted before the start of the 2015/16 school year. For this purpose "sibling" means a whole, half or step-brother or step-sister resident at the same address.

Note 3: A digitised Ordnance Survey map is used to measure the distance from the home address to the school's designated official entrance.

Note 4: Private, independent, academy and voluntary aided school nurseries have their own admission policy.

Note 5: Tie- Break - If a school receives more applications for children in the catchment area than there are places available, the school must decide who to offer places to. The 'tie-break' used gives priority to children who live closest to the school measured by the shortest walking distance. This reduces the possibility of a family having to undertake an unreasonable journey to a school and provides equal opportunity for families living in parts of the borough where there are a limited number of schools.

7. Catchment Area

- 7.1 The school catchment area is the defined area in which a school is located. It is generally bounded by major roads and/or railway/canal. The catchment area for each Tower Hamlets Community school is set by the Local Authority and designed to ensure that each address in the borough falls into the catchment area of local school. Details of community schools within the catchment area for a particular address can be viewed on the Local Authority's website: <http://www.towerhamlets.gov.uk/equalchance>.

8. Part-Time and Full -Time Places

- 8.1 All children will be considered for a part-time place (15 hours per week). From September 2019, only working parents will be eligible for a full-time place (30 hours per week). Working parents who wish to be considered for a full-time place will need to check their eligibility no earlier than 3 months before their child's 3rd birthday. This can be done online at www.gov.uk/childcare-calculator. Eligible parents will receive a code which must be given to the school before the closing date for applications.
- 8.2 It is important that the Common Application Form is completed and all relevant information is provided to support your child's application. The information on the form will determine admission to the school.

9. Late Applications

- 9.1 Applications received after the closing date will be treated as late applications unless there is evidence to show that the application or amendment could not reasonably have been made on time. Late applications will be given a lower priority and will be dealt with after all on time applications in the first round of offers are made. Where a school is oversubscribed late applications will be refused and placed on the waiting list in accordance with the admission criteria.
- 9.2 Where the Local Authority has determined there are exceptional circumstances for the late submission of an application it will be treated as 'on time' and, where possible, considered alongside existing applications.

10. Waiting List

- 10.1 There is no requirement for schools to maintain a waiting list, however if schools are going to maintain a list then this should be kept in line with the Admissions Policy. Any vacancy should be filled with the child at the top of the waiting list and must not be on a first-come-first-serve basis.

11. Twins and Multiple Births

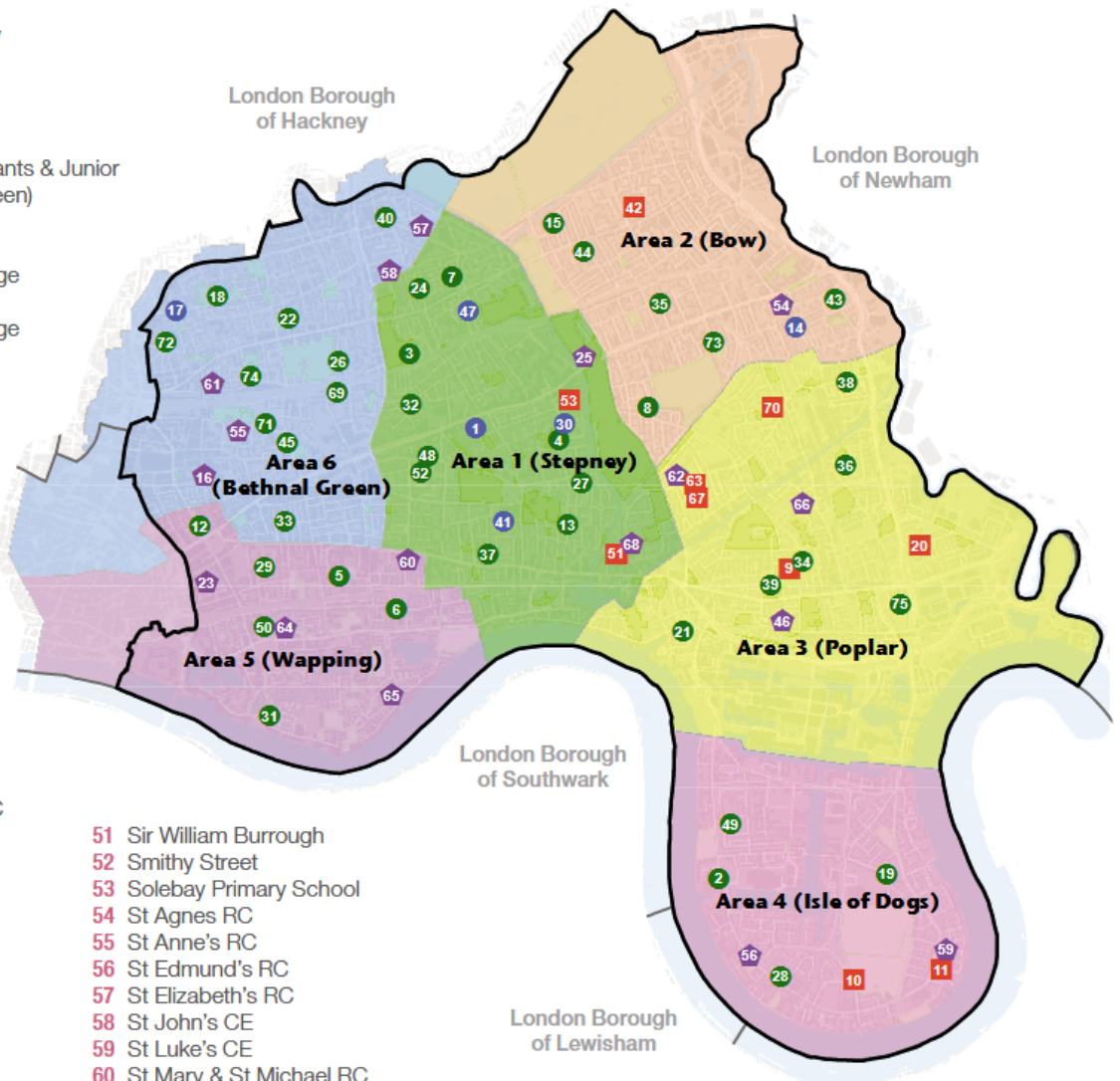
- 11.1 For applications made in the normal admission round, if the last child to be offered a place is a twin and their sibling cannot be offered initially, the school will ensure both twins are offered a place. In the case of triplets or other multiple births, if the majority of children can be offered a place initially, the school will offer places to the remaining children. For example, if two triplets can be offered a place, the remaining child will also receive an offer of a place.

12. Parents wishing to make representation about nursery decisions

- 12.1 Parents who are dissatisfied with the outcome of the nursery application should contact the headteacher of the school in the first instance. If they remain dissatisfied then they should contact the Pupil Services Manager.

- 1 Alice Model Nursery
- 2 Arnhem Wharf
- 3 Bangabandhu
- 4 Ben Jonson
- 5 Bigland Green
- 6 Blue Gate Fields Infants & Junior
- 7 Bonner (Bethnal Green)
- 8 Bonner (Mile End)
- 9 Bygrove
- 10 Canary Wharf College East Ferry
- 11 Canary Wharf College Glenworth
- 12 Canon Barnett
- 13 Cayley
- 14 Children's House
- 15 Chisenhale
- 16 Christ Church CE
- 17 Columbia Market Nursery
- 18 Columbia
- 19 Cubitt Town Infants & Juniors
- 20 Culloden
- 21 Cyril Jackson
- 22 Elizabeth Selby & Lawdale Junior
- 23 English Martyrs RC
- 24 Globe
- 25 Guardian Angels RC
- 26 Hague
- 27 Halley
- 28 Harbinger
- 29 Harry Gosling
- 30 Harry Roberts
- 31 Hermitage
- 32 John Scurr
- 33 Kobi Nazrul
- 34 Lansbury Lawrence
- 35 Malmesbury
- 36 Manorfield
- 37 Marion Richardson
- 38 Mamer
- 39 Mayflower
- 40 Mowlem
- 41 Old Church
- 42 Old Ford
- 43 Old Palace
- 44 Olga
- 45 Osmani
- 46 Our Lady & St Joseph
- 47 Rachel Keeling
- 48 Redlands
- 49 Seven Mills
- 50 Shapla

- 51 Sir William Burrough
- 52 Smithy Street
- 53 Solebay Primary School
- 54 St Agnes RC
- 55 St Anne's RC
- 56 St Edmund's RC
- 57 St Elizabeth's RC
- 58 St John's CE
- 59 St Luke's CE
- 60 St Mary & St Michael RC
- 61 St Matthias CE
- 62 St Paul's With St Luke's CE
- 63 St Paul's Way Foundation
- 64 St Paul's Whitechapel CE
- 65 St Peter's (London Docks) CE
- 66 St Saviours CE
- 67 Stebon
- 68 Stepney Greencoat CE
- 69 Stewart Headlam
- 70 The Clara Grant
- 71 Thomas Buxton
- 72 Virginia
- 73 Wellington
- 74 William Davis
- 75 Woolmore



| | |
|---|--|
|  | Academy with Nursery |
|  | Free/Academy/Foundation Trust Schools |
|  | Community Primary Schools |
|  | Community Primary Schools with Nursery |
|  | Nursery Schools |
|  | Voluntary Aided Primary Schools |
|  | Borough Boundary |

Schools in the catchment area

Community schools:

- 1 Alice Model Nursery
- 3 Bangabandhu
- 4 Ben Jonson
- 7 Bonner (Bethnal Green)
- 13 Cayley
- 24 Globe
- 27 Halley
- 30 Harry Roberts Nursery
- 32 John Scurr
- 37 Marion Richardson
- 41 Old Church Nursery
- 47 Rachel Keeling Nursery
- 48 Redlands
- 52 Smithy Street

Voluntary primary schools:

- 25 Guardian Angels RC
- 68 Stepney Greencoat CE

Academy/free schools:

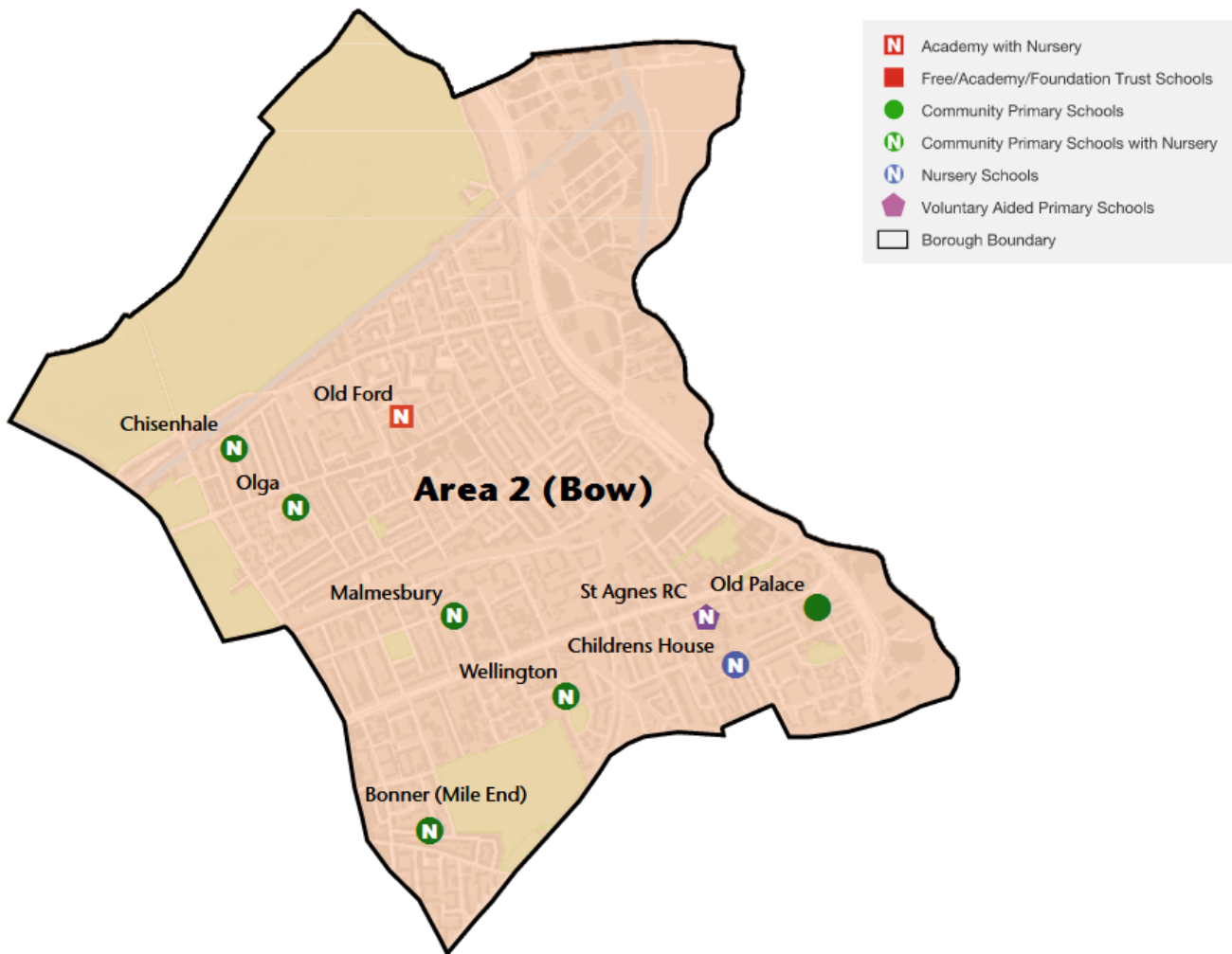
- 51 Sir William Burrough
- 53 Solebay – a Paradigm Academy (uses same admissions policy as community schools)

Area covered

- South of Approach Road and Old Ford Road
- West of Regents Canal (up to the Railway Bridge on Grove Road)
- West of Grove Road and Burdett Road
- North of Limehouse Cut from Burdett Road to River Thames
- North of River Thames
- East of Brodlove Lane and Devonport Street
- East of Lukin Street
- North of Commercial Road (from Lukin Street to Sidney Street)
- East of Sidney Street and Cambridge Heath Road



To find out the catchment area for your home address, please view the maps or visit the website: www.towerhamlets.gov.uk/equalchance



Schools in the catchment area

Community schools:

- 8 Bonner (Mile End)
- 14 Children’s House Nursery
- 15 Chisenhale
- 35 Malmesbury
- 43 Old Palace
- 44 Olga
- 73 Wellington

Voluntary primary schools:

- 54 St Agnes RC

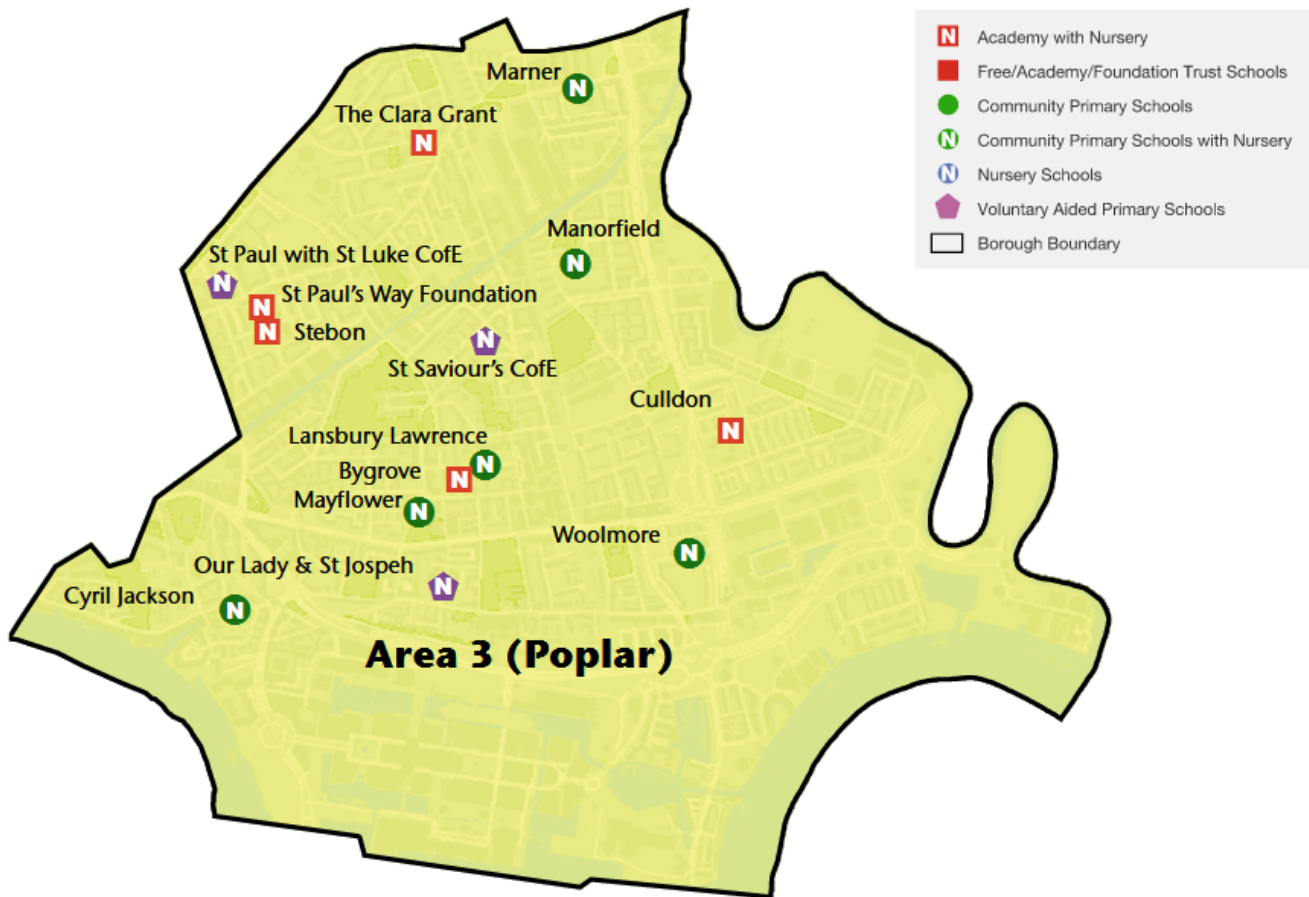
Academy/free schools:

- 42 Old Ford – a Paradigm Academy (uses same admissions policy as community schools)

Area covered

- South of Approach Road and A106 Victoria Park Road
- South of Cadogan Terrace
- West of River Lea
- East of Regents Canal (from Railway Bridge on Grover Road) and Burdett Road
- North of the railway line connecting Limehouse and Bromley by Bow

To find out the catchment area for your home address, please view the maps or visit the website: www.towerhamlets.gov.uk/equalchance



Schools in the catchment area

Community schools:

- 21 Cyril Jackson
- 34 Lansbury Lawrence
- 36 Manorfield
- 38 Marnar
- 39 Mayflower
- 75 Woolmore

Voluntary primary schools:

- 46 Our Lady & St Joseph RC
- 62 St Paul's with St Luke's CE
- 66 St Saviours CE

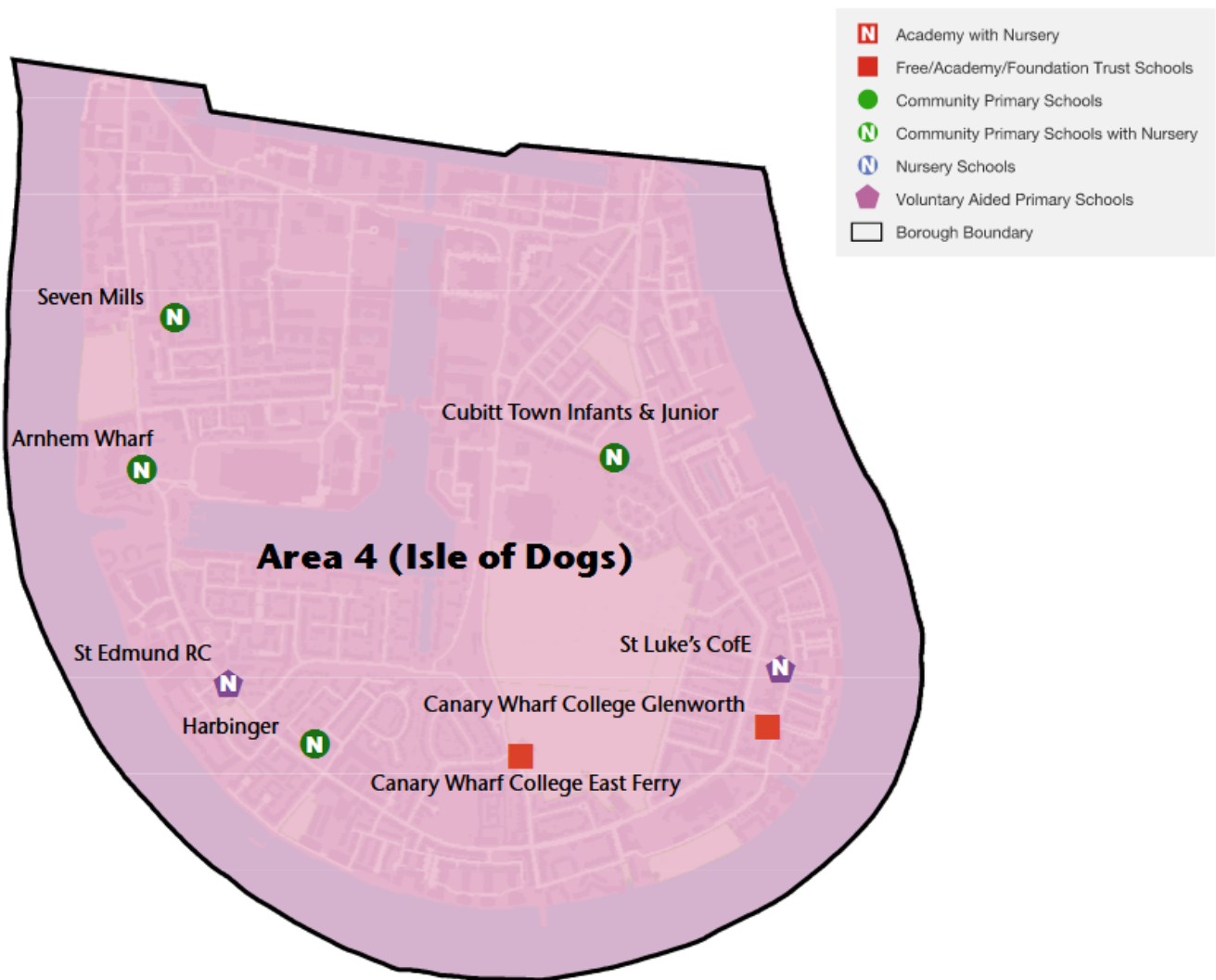
Academy/free schools:

- 9 Bygrove (uses same admissions policy as community schools)
- 20 Culloden – a Paradigm Academy (uses same admissions policy as community schools)
- 63 St Paul's Way Foundation (uses same admissions policy as community schools)
- 67 Stebon (uses same admissions policy as community schools)
- 70 The Clara Grant (uses same admissions policy as community schools)

Area covered

- South of the railway line connecting Limehouse and Bromley by Bow
- West of River Lea
- East of Burdett Road and the River Thames
- North of South Dock Entrance

To find out the catchment area for your home address, please view the maps or visit the website: www.towerhamlets.gov.uk/equalchance



Schools in the catchment area

Community schools:

- 2 Arnhem Wharf
- 19 Cubitt Town Infants & Junior
- 28 Harbinger
- 49 Seven Mills

Voluntary primary schools:

- 56 St Edmund's RC
- 59 St Luke's CE

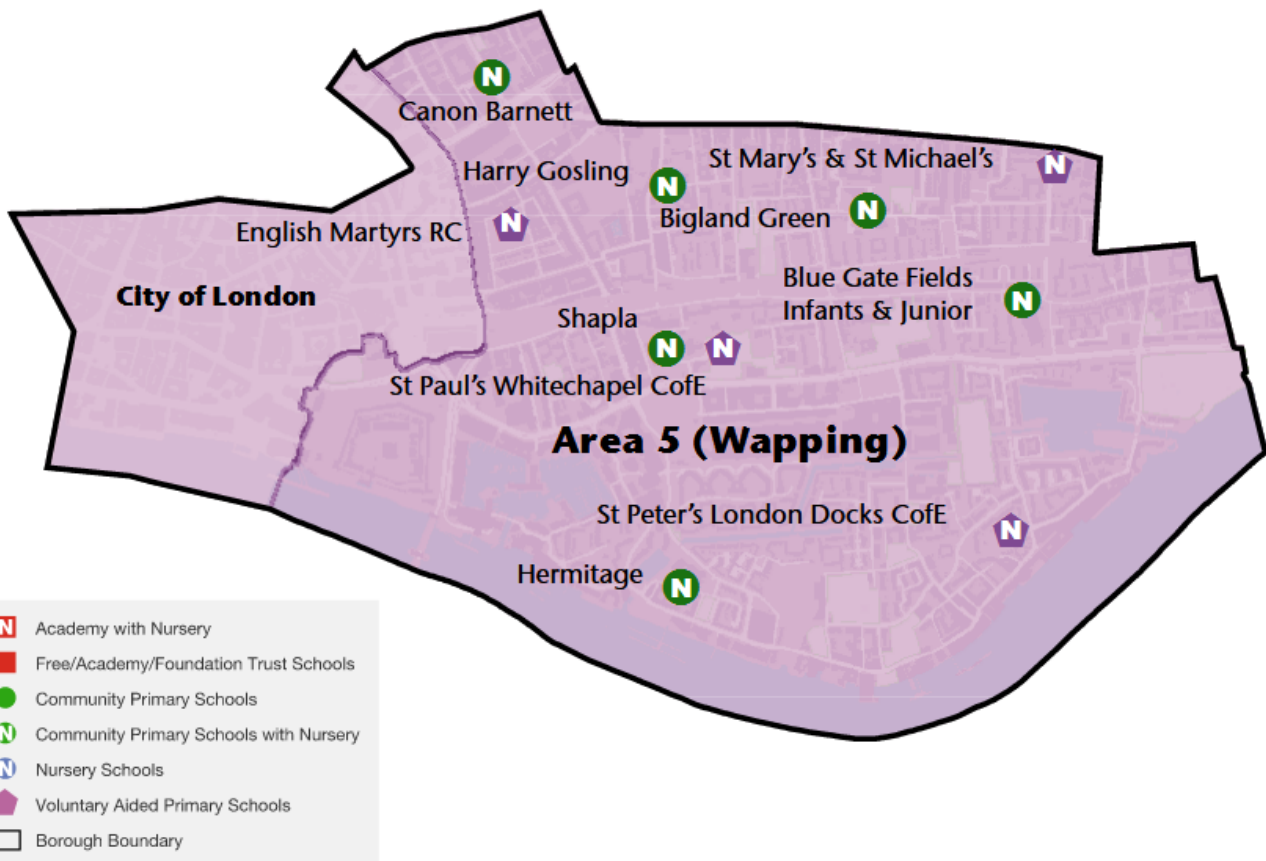
Academy/free schools:

- 10 Canary Wharf College East Ferry
- 11 Canary Wharf College Glenworth

Area covered

- South of South Dock Entrance
- North of River Thames

To find out the catchment area for your home address, please view the maps or visit the website: www.towerhamlets.gov.uk/equalchance



Schools in the catchment area

Community schools:

- 5 Bigland Green
- 6 Blue Gate Fields Infants & Junior
- 12 Canon Barnett
- 29 Harry Gosling
- 31 Hermitage
- 50 Shapla

Voluntary primary schools:

- 23 English Martyrs RC
- 60 St Mary & St Michael RC
- 64 St Paul's Whitechapel CE
- 65 St Peter's (London Docks) CE

Area covered

Tower Hamlets

- South of Wentworth Street (up to Osborn Street)
- South of Commercial Road (from Whitechurch Lane to Lukin Street)
- South of Poonah Street
- West of Lukin Street, Devonport Street and Brodlove Lane
- North of River Thames
- East of Trinity Square, Mansell Street and Middlesex Street

City of London

- South of Cornhill, Leadenhall Street, Aldgate High Street
- South of Harrow Place (from White Kennet Street)
- West of Middlesex Street, Mansell Street and Trinity Square
- North of River Thames
- East of King Williams Street

To find out the catchment area for your home address, please view the maps or visit the website: www.towerhamlets.gov.uk/equalchance

Schools in the catchment area

Community schools:

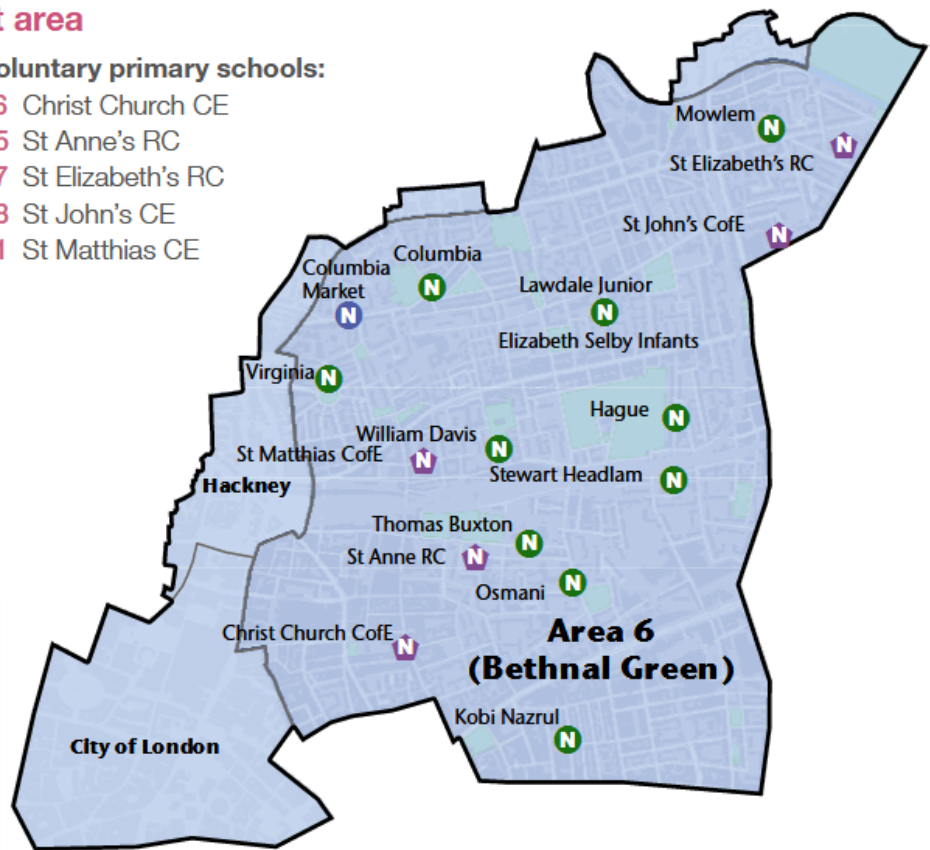
- 17 Columbia Market Nursery
- 18 Columbia
- 22 Elizabeth Selby Infant*
- 22 Lawdale Junior*
- 26 Hague
- 33 Kobi Nazrul
- 40 Mowlem
- 45 Osmani
- 69 Stewart Headlam
- 71 Thomas Buxton
- 72 Virginia
- 74 William Davis

Voluntary primary schools:

- 16 Christ Church CE
- 55 St Anne's RC
- 57 St Elizabeth's RC
- 58 St John's CE
- 61 St Matthias CE

*Linked infant and junior schools

| | |
|---|--|
|  | Academy with Nursery |
|  | Free/Academy/Foundation Trust Schools |
|  | Community Primary Schools |
|  | Community Primary Schools with Nursery |
|  | Nursery Schools |
|  | Voluntary Aided Primary Schools |
|  | Borough Boundary |



Area covered

Tower Hamlets

- South of Hackney Road (from Shoreditch High Street to Goldsmiths Row), South of Teale Street Pritchard's Road and Regent's Canal
- West of Approach Road and Old Ford Road
- West of Cambridge Heath Road and Sidney Street
- North of Commercial Road (from Sidney Street to Whitechurch Lane)
- North of Wentworth Street (from Osborn Street to Middlesex Street)
- East of Middlesex Street, Norton Folgate and Boundary Street

Hackney

- South of Ash Grove and Earlston Grove
- East of Fremont Street
- West and South of Christchurch Square
- North of Regent's Canal (up to Ash Grove)
- South of Dunloe Street (from Dawson Street to Columbia Road)
- West of Columbia Road
- North of Hackney Road
- East of Weymouth Terrace (from Hackney Road to 14 Dunloe Court)
- South of Cremer Street
- West of Hackney Road, Boundary Street and Shoreditch High Street
- North of Worship Street East of Scrutton Street, Christina Street, Gatesborough Street, Great Eastern Street and Curtain Road
- East of Shoreditch High Street (from Rivington Street to Waterson Street) and Nazrul Street City of London
- South of South Place, Sun Street, Appold Street and Worship Street
- West of Norton Folgate and Bishopsgate
- North of Cornhill
- East of Prince's Street and Moorgate

To find out the catchment area for your home address, please view the maps or visit the website: www.towerhamlets.gov.uk/equalchance

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TOWER HAMLETS CHILDREN'S SERVICES

Proposed Admission Policy for Community Primary Schools

2019/20



Version: 1.0

Date issued: 1st November 2017

Prepared by: Pupil Services
Children's Services Directorate

Review Date: October 2018



1. Foreword

- 1.1 Tower Hamlets Local Authority seeks to operate an admissions system that provides equal and fair opportunities to all applicants. This includes having due regard to children living in areas where there are limited options in applying for a local school place.
- 1.2 The Local Authority's community school admissions policy has been determined following a public consultation and approval by the Council's Cabinet of elected members. It is reviewed annually by the Tower Hamlets School Admission Forum, a group representative of all key stakeholders including parents, headteachers, school governors, diocesan bodies and community organisations.

2. Children with Education, Health and Care Plans

- 2.1 Children with an Education, Health and Care Plan naming the school applied to must be offered a place. This process is separate from the standard admission arrangements set out below.

3. Oversubscription Criteria

- 3.1 In cases where a school is then oversubscribed places will be filled in the following priority order:
- 1) Children looked after by the local authority including adopted children who were previously looked after and children who leave care under a special guardianship or residence order;
 - 2) Children for whom it is deemed there is strong medical or social reason to attend the school applied to (**See Note 1**);
 - 3) Children living within the catchment area who have a sibling attending the school (including the school of a separate infants and junior schools) and who will continue to do so on the date of admission (**See Note 2**);
 - 4) Children whose parent is a member of staff who has been employed at the school concerned for two or more years at the time of application and/ or children of a member of staff who has been recruited to fill a vacancy for which there is a demonstrable skill shortage (**See Note 3**);
 - 5) Children who live within the catchment area of the school and for whom the school applied for is their nearest community school within the catchment area;
 - 6) Other children from within the catchment area of the school;
 - 7) Children living outside of the catchment area of the school.
- 3.3 In the event of oversubscription within categories 3, 5, 6, and 7 above, priority will be given to children who live closest to the school by the shortest walking distance. A digitised Ordnance Survey map is used to measure the distance from the home address to the school's designated official entrance.

3.4 **Note 1:** This can include the parents', carers' or other family members' medical conditions and the family's social needs. Parents must complete the relevant section on the application form and attach medical and/or social reports from a suitable professional (e.g. a doctor or social worker) to support the application.

Note 2: Includes the sibling of a child who does not live within the school's catchment area, but who was admitted before the start of the 2015/16 school year. For this purpose "sibling" means a whole, half or step-brother or step-sister resident at the same address.

Note 3: Priority will be limited to one place for each form of entry in any year*, with an additional maximum limit of no more than:

- 4 children throughout the whole school (for single and 1 ½ form entry schools)
- 8 children throughout the whole school (for 2 form entry schools)
- 12 children throughout the whole school (for 3 form entry schools, and upwards)

| Planned Admission Number | Max per year group | Max per school |
|--------------------------|--------------------|----------------|
| 30 to 45 pupils | 1 | 4 |
| 60 pupils | 2 | 8 |
| 90 pupils | 3 | 12 |

*Exception to the above will apply to children of multiple birth or those born in the same academic year.

4. Catchment Area

4.1 The school catchment area is the defined area in which a school is located. It is generally bounded by major roads and/or railway/canal. The catchment area for each Tower Hamlets Community school is set by the Local Authority and is designed to ensure that each address in the borough falls into the catchment area of a local school. Details of the community schools within the catchment area for a particular address can be viewed on the Local Authority's website: <http://www.towerhamlets.gov.uk/equalchance>.

5. Age of Admission

- 5.1 Children born on and between 1 September 2014 and 31 August 2015 would normally start primary school in Reception in the school year beginning in September 2019. All Tower Hamlets infant and primary schools provide full-time education for children offered a place in the Reception Year from the September following their fourth birthday.
- 5.2 Parents can request that the date their child is admitted to school is deferred until later in the school year or until the child reaches compulsory school age during the school year. A child's attendance at school does not become compulsory until the start of the term following their fifth birthday. Where entry is deferred, the school will hold the place for that child and not offer it to another child. The parent would not however be able to defer entry beyond the beginning of the term after the child's fifth birthday, nor beyond the start of the summer term in the academic year for which the original application was accepted.
- 5.3 Where parents choose to defer entry, a school may reasonably expect that the child would start at the beginning of a new school term/half term. Where a parent of a 'summer-born' child (15 April - 31 August) wishes their child to start school in the autumn term following their fifth birthday, they will need to re-apply for a place at the correct time.
- 5.4 It is the view of the Local Authority that children should start primary school with their normal age group. However, a parent may seek admission for their child outside the normal group; for example, if the child is gifted and talented or has been born prematurely. If a parent wishes to request for their child to be admitted outside of the normal age group, they should include a letter with their reception application and also provide a report from an appropriate education or health professional.

6. Nursery Provision

- 6.1 Some schools have a nursery class or deliver pre-school nursery education. The admission arrangements set out in this document do not apply to applications for the school's nursery. Parents of children who are admitted to a nursery provision at a school must apply in the normal way for a place at the school, if they want their child to transfer to the reception class. Attendance at the nursery or co-located children's centre will not guarantee admission to the school.

7. Applying for a Place

- 7.1 How to apply for a primary school place is set out in the Local Authority's school admissions booklet, 'Starting School in Tower Hamlets'. Applications are then co-ordinated for all the schools in the Tower Hamlets area in accordance with the Authority's published scheme. The scheme can be viewed on the following webpage: http://www.towerhamlets.gov.uk/lgs/1-50/17_schools/school_admissions.aspx
- 7.2 The closing date for applications is **15 January 2019** and the date on which families are sent notification of the outcome is **16 April 2019**.

8. Late Applications

- 8.1 Applications received after the 15 January 2019 closing date will be treated as late applications unless there is evidence to show that the application or amendment could not reasonably have been made on time. A new preference or change in the order of preferences will not be accepted after the closing date unless the circumstances are deemed to be exceptional. Late applications will be given a lower priority and will be dealt with after all on time applications in the first round of offers on 16 April 2019. Where a school is oversubscribed late applications will be refused and placed on the waiting list in accordance with the admission criteria.
- 8.2 Where the Local Authority has determined there are exceptional circumstances for the late submission of an application it will be treated as 'on time' and, where possible, considered alongside existing applications.

9. Twins and Multiple Births

- 9.1 For applications made in the normal admission round, if the last child to be offered a place is a twin and their sibling cannot be offered initially, the Local Authority will ensure both twins are offered a place. In the case of triplets or other multiple births, if the majority of children can be offered a place initially, the Local Authority will offer places to the remaining children. For example, if two triplets can be offered a place, the remaining child will also receive an offer of a place.

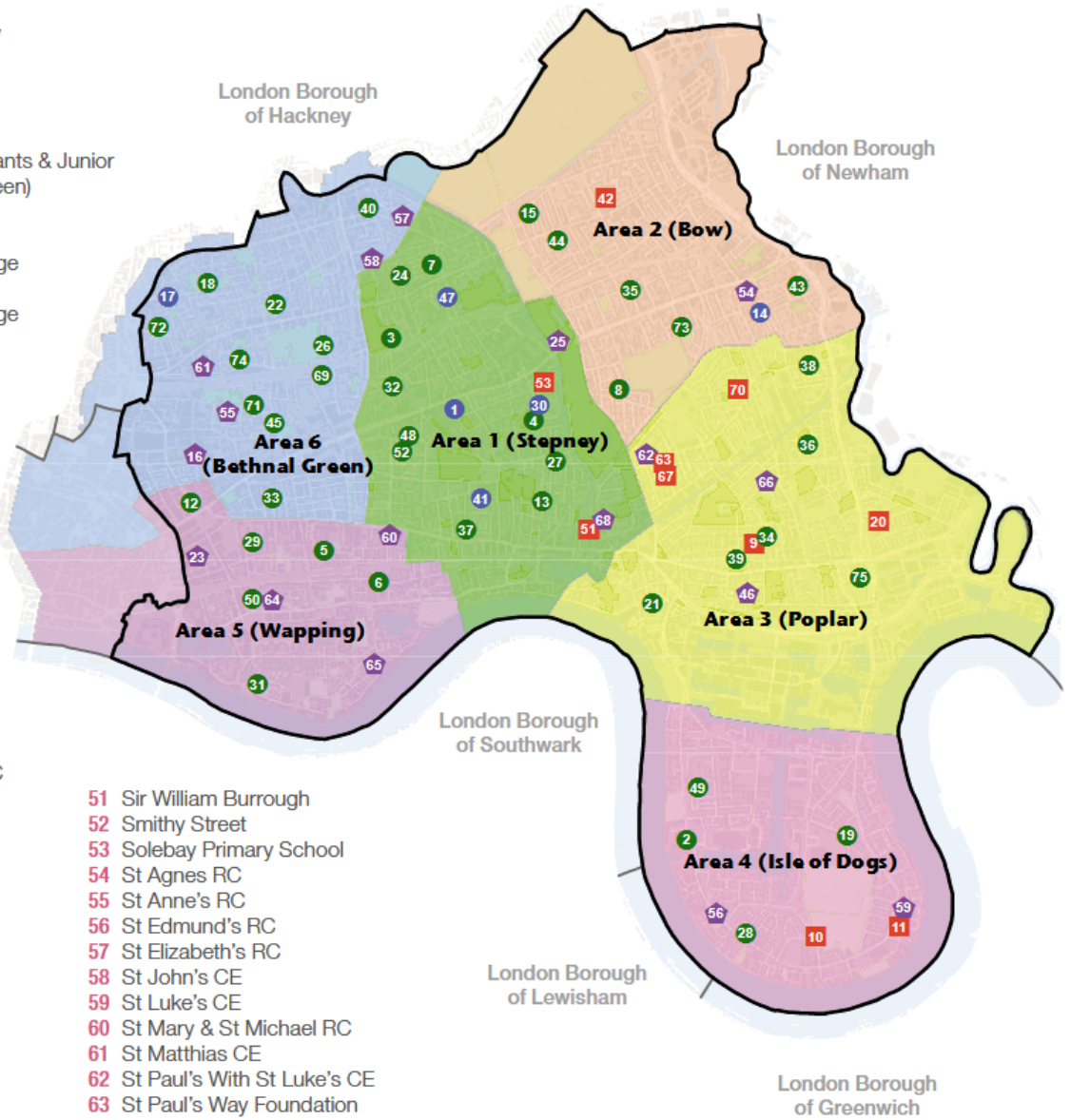
10. Waiting List

- 10.1 The Local Authority's Pupil Services Team will hold waiting lists for all oversubscribed community schools until the end of the autumn term and continue to allocate places from these lists if spaces become available. Applicants will be ranked on these waiting lists in priority order, according to the school's admission criteria. The Local Authority will not maintain waiting lists beyond the end of the first term, but parents will have the opportunity to register their continued interest in a place. Please note that school transfers take place at the beginning of each term. The timetable is included in the guidance notes that accompany the In-Year Transfer form and can also be viewed on the Council website: www.towerhamlets.gov.uk/schooladmissions.

11. Infant to Junior Applications

- 11.1 Parents of children in Year 2 of an infant school have to make an application to transfer to the partner junior school. A child is guaranteed a place at the partner junior school provided an application for that place is made by the closing date and the child is still in attendance at the school at the time applications are determined. For parents who wish their child only to transfer to the partner junior school the application simply involves completing and returning a form provided by the Local Authority. Parents who wish to apply for a Year 3 place at schools other than the partner junior school will need to complete the Local Authority's In-Year school admission application form.

- 1 Alice Model Nursery
- 2 Arnhem Wharf
- 3 Bangabandhu
- 4 Ben Jonson
- 5 Bigland Green
- 6 Blue Gate Fields Infants & Junior
- 7 Bonner (Bethnal Green)
- 8 Bonner (Mile End)
- 9 Bygrove
- 10 Canary Wharf College East Ferry
- 11 Canary Wharf College Glenworth
- 12 Canon Barnett
- 13 Cayley
- 14 Children's House
- 15 Chisenhale
- 16 Christ Church CE
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- 23 English Martyrs RC
- 24 Globe
- 25 Guardian Angels RC
- 26 Hague
- 27 Halley
- 28 Harbinger
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- 30 Harry Roberts
- 31 Hermitage
- 32 John Scurr
- 33 Kobi Nazrul
- 34 Lansbury Lawrence
- 35 Malmesbury
- 36 Manorfield
- 37 Marion Richardson
- 38 Mamer
- 39 Mayflower
- 40 Mowlem
- 41 Old Church
- 42 Old Ford
- 43 Old Palace
- 44 Olga
- 45 Osmani
- 46 Our Lady & St Joseph
- 47 Rachel Keeling
- 48 Redlands
- 49 Seven Mills
- 50 Shapla



- 51 Sir William Burrough
- 52 Smithy Street
- 53 Solebay Primary School
- 54 St Agnes RC
- 55 St Anne's RC
- 56 St Edmund's RC
- 57 St Elizabeth's RC
- 58 St John's CE
- 59 St Luke's CE
- 60 St Mary & St Michael RC
- 61 St Matthias CE
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- 73 Wellington
- 74 William Davis
- 75 Woolmore

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|---|--|
|  | Academy with Nursery |
|  | Free/Academy/Foundation Trust Schools |
|  | Community Primary Schools |
|  | Community Primary Schools with Nursery |
|  | Nursery Schools |
|  | Voluntary Aided Primary Schools |
|  | Borough Boundary |

Schools in the catchment area

Community schools:

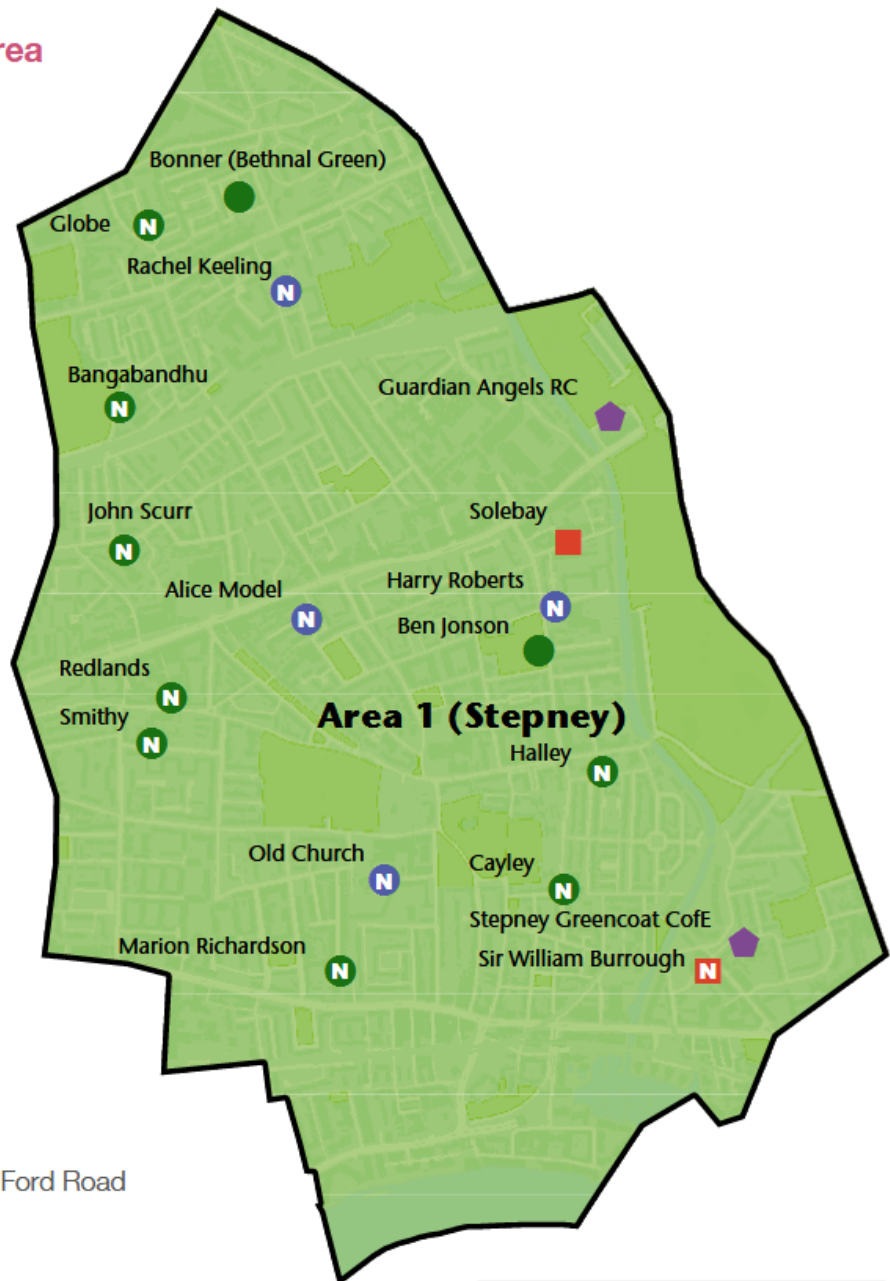
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- 41 Old Church Nursery
- 47 Rachel Keeling Nursery
- 48 Redlands
- 52 Smithy Street

Voluntary primary schools:

- 25 Guardian Angels RC
- 68 Stepney Greencoat CE

Academy/free schools:

- 51 Sir William Burrough
- 53 Solebay – a Paradigm Academy
(uses same admissions policy as community schools)

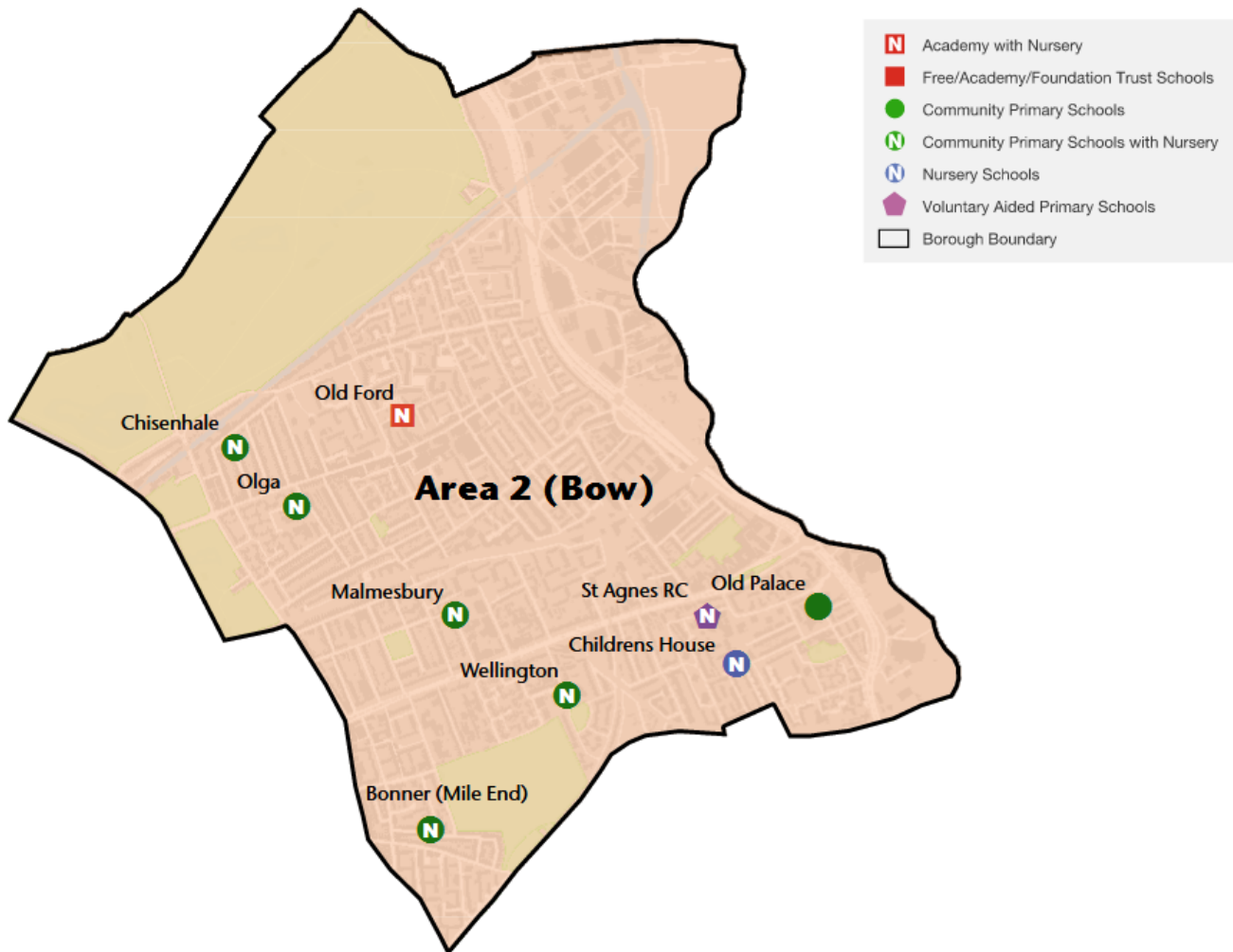


Area covered

- South of Approach Road and Old Ford Road
- West of Regents Canal (up to the Railway Bridge on Grove Road)
- West of Grove Road and Burdett Road
- North of Limehouse Cut from Burdett Road to River Thames
- North of River Thames
- East of Brodlove Lane and Devonport Street
- East of Lukin Street
- North of Commercial Road (from Lukin Street to Sidney Street)
- East of Sidney Street and Cambridge Heath Road



To find out the catchment area for your home address, please view the maps or visit the website: www.towerhamlets.gov.uk/equalchance



Schools in the catchment area

Community schools:

- 8 Bonner (Mile End)
- 14 Children’s House Nursery
- 15 Chisenhale
- 35 Malmesbury
- 43 Old Palace
- 44 Olga
- 73 Wellington

Voluntary primary schools:

- 54 St Agnes RC

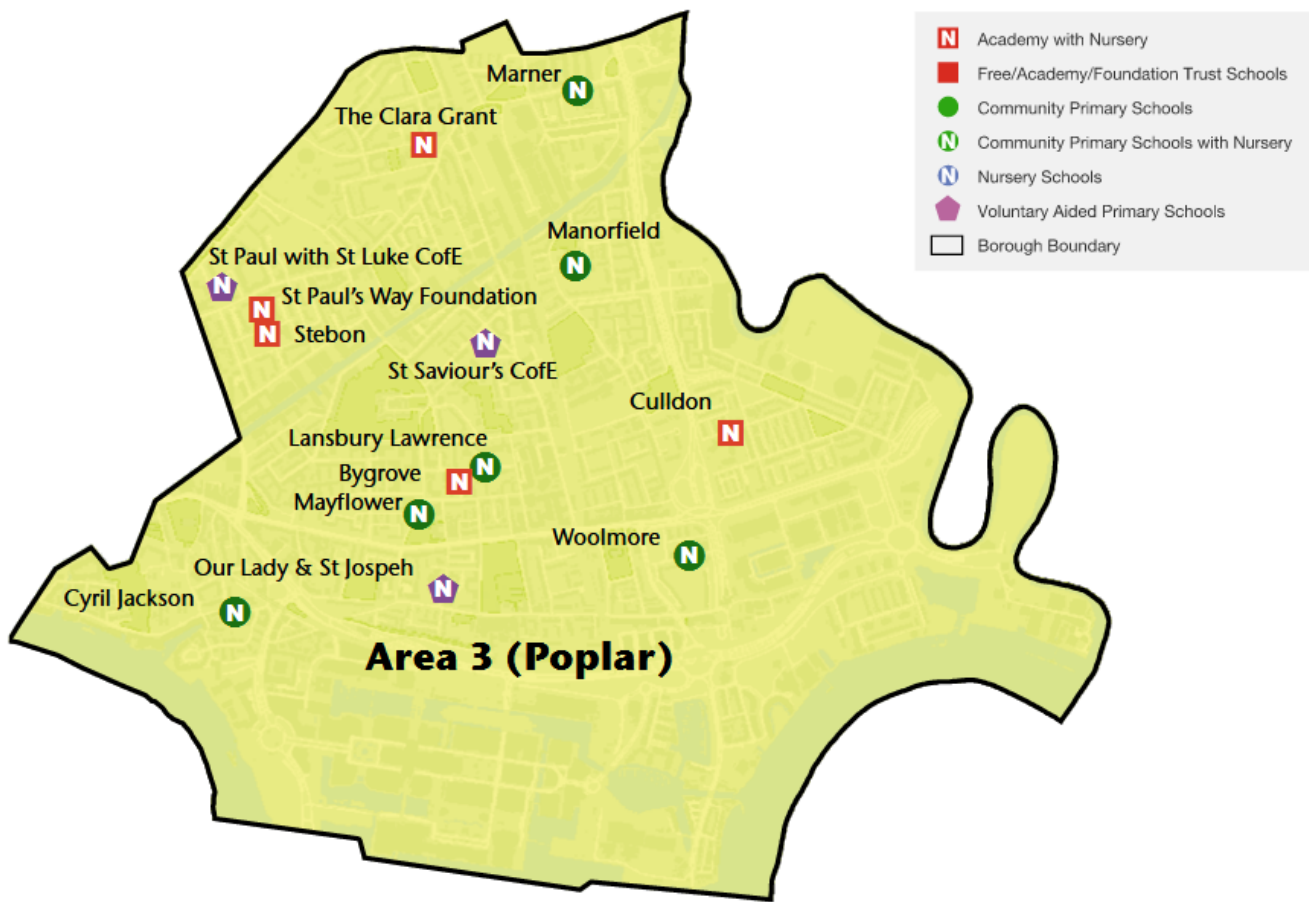
Academy/free schools:

- 42 Old Ford – a Paradigm Academy (uses same admissions policy as community schools)

Area covered

- South of Approach Road and A106 Victoria Park Road
- South of Cadogan Terrace
- West of River Lea
- East of Regents Canal (from Railway Bridge on Grover Road) and Burdett Road
- North of the railway line connecting Limehouse and Bromley by Bow

To find out the catchment area for your home address, please view the maps or visit the website: www.towerhamlets.gov.uk/equalchance



Schools in the catchment area

Community schools:

- 21 Cyril Jackson
- 34 Lansbury Lawrence
- 36 Manorfield
- 38 Marnar
- 39 Mayflower
- 75 Woolmore

Voluntary primary schools:

- 46 Our Lady & St Joseph RC
- 62 St Paul's with St Luke's CE
- 66 St Saviours CE

Academy/free schools:

- 9 Bygrove (uses same admissions policy as community schools)
- 20 Cullodon – a Paradigm Academy (uses same admissions policy as community schools)
- 63 St Paul's Way Foundation (uses same admissions policy as community schools)
- 67 Stebon (uses same admissions policy as community schools)
- 70 The Clara Grant (uses same admissions policy as community schools)

Area covered

- South of the railway line connecting Limehouse and Bromley by Bow
- West of River Lea
- East of Burdett Road and the River Thames
- North of South Dock Entrance

To find out the catchment area for your home address, please view the maps or visit the website: www.towerhamlets.gov.uk/equalchance



Schools in the catchment area

Community schools:

- 2 Arnhem Wharf
- 19 Cubitt Town Infants & Junior
- 28 Harbinger
- 49 Seven Mills

Voluntary primary schools:

- 56 St Edmund's RC
- 59 St Luke's CE

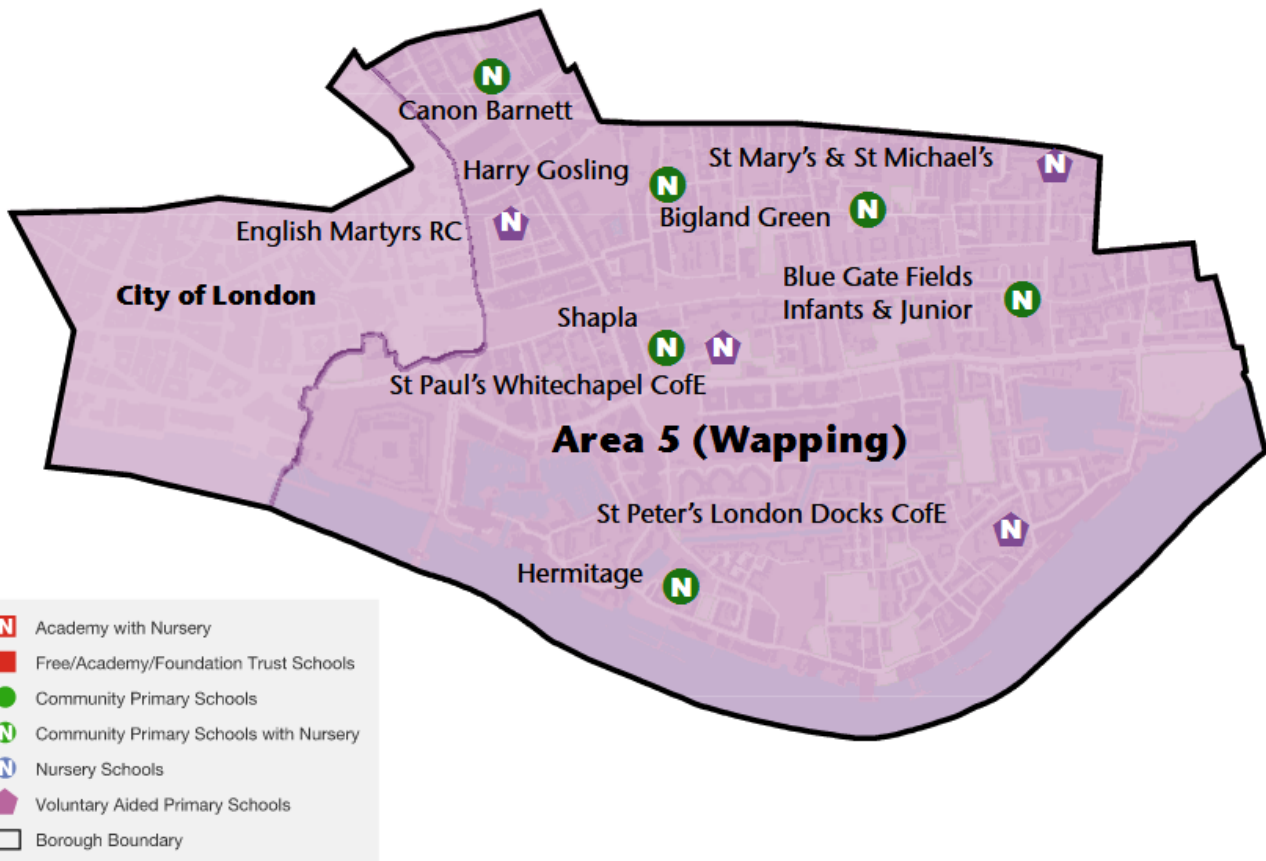
Academy/free schools:

- 10 Canary Wharf College East Ferry
- 11 Canary Wharf College Glenworth

Area covered

- South of South Dock Entrance
- North of River Thames

To find out the catchment area for your home address, please view the maps or visit the website: www.towerhamlets.gov.uk/equalchance



Schools in the catchment area

Community schools:

- 5 Bigland Green
- 6 Blue Gate Fields Infants & Junior
- 12 Canon Barnett
- 29 Harry Gosling
- 31 Hermitage
- 50 Shapla

Voluntary primary schools:

- 23 English Martyrs RC
- 60 St Mary & St Michael RC
- 64 St Paul's Whitechapel CE
- 65 St Peter's (London Docks) CE

Area covered

Tower Hamlets

- South of Wentworth Street (up to Osborn Street)
- South of Commercial Road (from Whitechurch Lane to Lukin Street)
- South of Poonah Street
- West of Lukin Street, Devonport Street and Brodlove Lane
- North of River Thames
- East of Trinity Square, Mansell Street and Middlesex Street

City of London

- South of Cornhill, Leadenhall Street, Aldgate High Street
- South of Harrow Place (from White Kennet Street)
- West of Middlesex Street, Mansell Street and Trinity Square
- North of River Thames
- East of King Williams Street

To find out the catchment area for your home address, please view the maps or visit the website: www.towerhamlets.gov.uk/equalchance

Schools in the catchment area

Community schools:

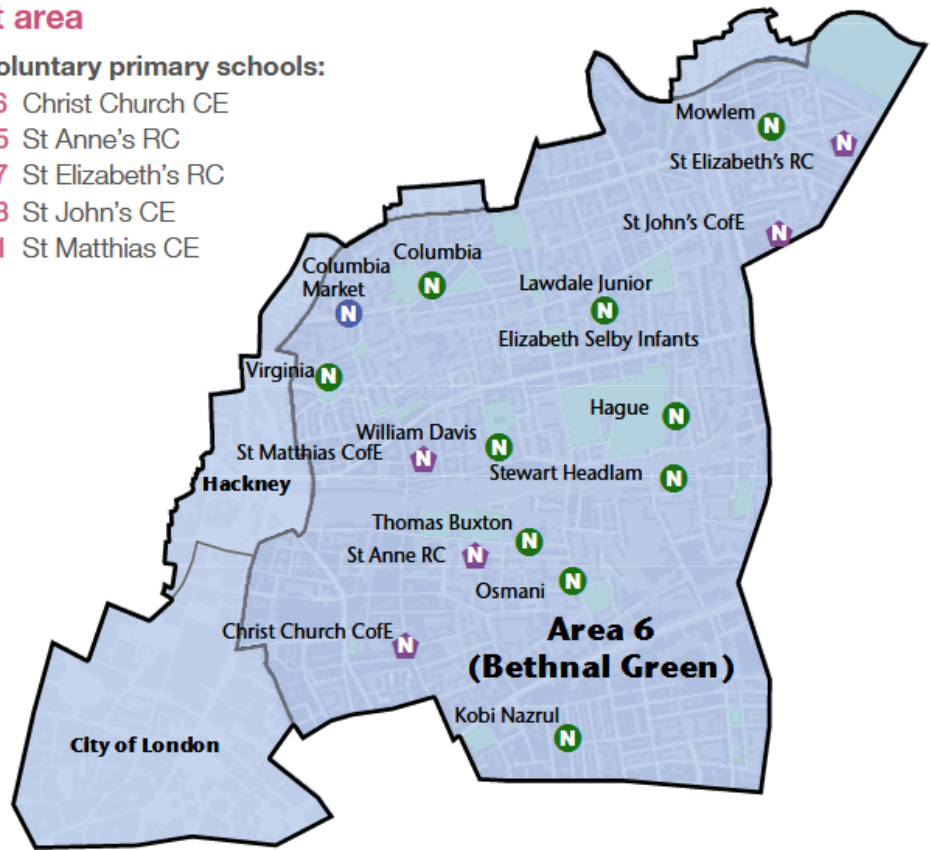
- 17 Columbia Market Nursery
- 18 Columbia
- 22 Elizabeth Selby Infant*
- 22 Lawdale Junior*
- 26 Hague
- 33 Kobi Nazrul
- 40 Mowlem
- 45 Osmani
- 69 Stewart Headlam
- 71 Thomas Buxton
- 72 Virginia
- 74 William Davis

*Linked infant and junior schools

Voluntary primary schools:

- 16 Christ Church CE
- 55 St Anne's RC
- 57 St Elizabeth's RC
- 58 St John's CE
- 61 St Matthias CE

| | |
|---|--|
|  | Academy with Nursery |
|  | Free/Academy/Foundation Trust Schools |
|  | Community Primary Schools |
|  | Community Primary Schools with Nursery |
|  | Nursery Schools |
|  | Voluntary Aided Primary Schools |
|  | Borough Boundary |



Area covered

Tower Hamlets

- South of Hackney Road (from Shoreditch High Street to Goldsmiths Row), South of Teale Street Pritchard's Road and Regent's Canal
- West of Approach Road and Old Ford Road
- West of Cambridge Heath Road and Sidney Street
- North of Commercial Road (from Sidney Street to Whitechurch Lane)
- North of Wentworth Street (from Osborn Street to Middlesex Street)
- East of Middlesex Street, Norton Folgate and Boundary Street

Hackney

- South of Ash Grove and Earlston Grove
- East of Fremont Street
- West and South of Christchurch Square
- North of Regent's Canal (up to Ash Grove)
- South of Dunloe Street (from Dawson Street to Columbia Road)
- West of Columbia Road
- North of Hackney Road
- East of Weymouth Terrace (from Hackney Road to 14 Dunloe Court)
- South of Cremer Street
- West of Hackney Road, Boundary Street and Shoreditch High Street
- North of Worship Street East of Scrutton Street, Christina Street, Gatesborough Street, Great Eastern Street and Curtain Road
- East of Shoreditch High Street (from Rivington Street to Waterson Street) and Nazrul Street City of London
- South of South Place, Sun Street, Appold Street and Worship Street
- West of Norton Folgate and Bishopsgate
- North of Cornhill
- East of Prince's Street and Moorgate

To find out the catchment area for your home address, please view the maps or visit the website: www.towerhamlets.gov.uk/equalchance

TOWER HAMLETS CHILDREN'S SERVICES

Proposed Admissions Policy for Community Secondary Schools
(George Greens School, Green Spring Academy, Mulberry School for Girls and Stepney Green College)

2019/20



Version: 1.0

Date issued: 1st November 2017

Prepared by: Pupil Services
Children's Services Directorate

Review Date: October 2018



1. Foreword

- 1.1 Tower Hamlets Local Authority seeks to operate an admissions system that provides equal and fair opportunities to all applicants. This includes having due regard to children living in areas where there are limited options in applying for a local school place.
- 1.2 The Local Authority's community school admissions policy has been determined following an extensive public consultation and approval by the Council's Cabinet of elected members. It is reviewed annually by the School Admission Forum, with representation from all key stakeholders including parents, headteachers, school governors, diocesan bodies and community organisations.

2. Children with Education, Health and Care Plans

- 2.1 Children with an Education, Health and Care Plan naming the school applied to, must be placed before all other applicants. The place will be provided in the appropriate band (**See note 1**). This process is separate from the standard admission arrangements set out below.

3. Oversubscription Criteria

- 3.1 A quarter of the total places available at these schools are allocated to each of four bands (**see 'Banding' below**). If any of these are oversubscribed in any band, the admission criteria below will be used (in descending order of priority) to allocate places:
 - 1) Children looked after by the local authority, previously looked after children who have left care under a special arrangements (residence) or special guardianship order, or those adopted from local authority care (**See note 2**).
 - 2) Children who have a strong medical or social reason to attend the school applied to. This can include the parents', carers' or other family members' medical conditions and the family's social needs. Parents must complete the relevant section on the application form and attach medical and/or social reports from a suitable professional (e.g. a doctor or social worker) to support the application. (**See note 3**).
 - 3) Children living nearest the school who are the first born of their sex in the case of a single sex school, or the eldest child in the case of a mixed school. The number of children admitted under this category will reflect 25% of the intake of the school in each band.
 - 4) Children who have a brother or sister at the school at the time of admission. (**See note 4**).
 - 5) Children whose parent is a member of staff who has been employed at the school concerned for two or more years at the time of application and/ or children of a member of staff who has been recruited to fill a vacancy for which there is a demonstrable skill shortage. (**See note 5**).
 - 6) Children who live nearest to the school by the shortest walking route. (**See note 6**).
- 3.2 In categories 3, 4 and 6 above, a higher priority will be given to pupils who live in the priority geographical areas of South Wapping or West Bethnal Green applying to one of the designated schools. (**see 'Priority Areas' below**).
- 3.3 **Note 1:** Parents of children with an Education, Health and Care Plan (EHCP) should note that Tower Hamlets LA seeks to ensure that pupils with EHCPs do not, at secondary transfer time, become unduly concentrated in a few schools. Experience indicates that this can compromise the efficient education of children and the efficient use of resources. This means that if any particular school receives a large number of applications for pupils with EHCPs, some of these may be refused. All applications for pupils with EHCPs will be considered by the Special Educational Needs Panel.

Note 2: Confirmation of a child's looked after status will be required.

Note 3: Applications under this category are considered by the Primary to Secondary Transfer Committee, comprising a Headteacher, a senior member of the Attendance and Welfare Service and a medical professional. The Committee will decide whether the application should be given priority under this category.

Note 4: Sibling refers to brother or sister, half brother or sister, adopted brother or sister, step brother or sister, or the child of the parent/carer's partner. In every case, the child should be living in the same family unit at the same address. The address used should be the one that the child usually lives at and attends school from.

Note 5: Priority will be limited to three places in each year. The staff applicant must complete the relevant section on the application form and attach documentation supporting admission on these grounds. It is the staff applicant's sole responsibility to provide this information. Without the provision of the relevant documents, the child will not be considered on these grounds.

Note 6: Home to school distances will be measured by the shortest walking route from the home address to the nearest available pupil entrance in constant use to the school, using a computerised digitised map.

4 Banding

- 4.1 Tower Hamlets has a policy of banding to try to ensure that its schools take in an even balance of pupils in different ability ranges. All Tower Hamlets community schools as well as Central Foundation, George Green's, Green Spring Academy, London Enterprise Academy, Mulberry, Sir John Cass, St Paul's Way Trust and Stepney Green schools use banding.
- 4.2 The band for a pupil attending a Tower Hamlets primary school is determined from the National Foundation for Education Research (NFER) Test for reading and mathematics taken in the summer term of year 5. The results of the tests are used to place a child in one of four bands Band A,B, C and D. D is the highest scoring band
- 4.3 For pupils applying from primary schools outside of Tower Hamlets we determine the band by asking the primary school for a teacher assessment.

5. Priority areas

- 5.1 The south Wapping priority area is the area south of Cable Street and Royal Mint Street, west of Butcher Row, north of the Thames and east of Mansell Street and Tower Bridge Approach. Children living in this area will have priority for admission to the designated schools, which are Mulberry and Stepney Green.
- 5.2 The west Bethnal Green priority area is the area south of Quaker Street, west of Brick Lane, north of Whitechapel High Street and east of Middlesex Street. Children living in this area will have priority for admission to the designated school, which is Swanlea.

6. Exceptional Medical or Social Reasons

- 6.1 Where there is a very strong medical or social reason for attending a particular school priority may be given for admission. Parents must complete the relevant section on the transfer form and attach medical and/or social reports signed by a doctor or social worker to the form. These reports must be received by the closing date on 31st October 2018. The application will be considered by the Primary / Secondary Transfer Committee.

7. Confirmation of Address

- 7.1 Parents must provide acceptable independent proof of their child's address. They must make sure that the application form they complete is accurate and to contact Pupil Services or tell their child's headteacher if there are relevant changes after it is submitted. Places may be withdrawn if false information is entered on the application form. Parents who do not provide evidence of their child's address as requested, or provide conflicting or inconclusive information, may have the place withdrawn, even if it has already been accepted. When parents live separately, the address used should be the one that their child usually lives at and attends school from. If a child lives equally with both parents at different addresses, it is the parents' responsibility to make this clear on the application form. Parents may be asked to provide acceptable proof.

8. Siblings in the same year group transferring

- 8.1 Where two or more siblings are in the same year group (e.g. twins), and it is the parent's wish that the siblings should attend the same school, if one sibling can be offered a place at a school, the other will automatically be offered so as not to separate them.

9. Applying for a Place

- 9.1 How to apply for a secondary school is set out in the 'Ready for Secondary School in Tower Hamlets' booklet. Applications are then co-ordinated for Tower Hamlets area in accordance with the Authority's published scheme. The scheme can be viewed on the following webpage: http://www.towerhamlets.gov.uk/lgs/1-50/17_schools/school_admissions.aspx.
- 9.2 The closing date for applications is **31st October 2018** and the date on which families are sent notification of the outcome is **1st March 2019**.

10. Late applications

- 10.1 Applications received after the 31st October 2018 closing date will be treated as late applications unless there is evidence to show that the application or amendment could not reasonably have been made on time. A new preference or change in the order of preferences will not be accepted after the closing date unless the circumstances are deemed to be exceptional. Late applications will be given a lower priority and will be dealt with after all on time applications in the first round of offers on 1st March 2019. Where a school is oversubscribed late applications will be refused and placed on the waiting list in accordance with the admission criteria.

11. Changing Preferences

- 11.1 Parents and carers may not change their preferences unless there is exceptional and genuine reasons for doing so, for example, change of address. Requests to change preferences must be made in writing giving the full reasons.

12. Waiting Lists

- 12.1 The Pupil Services Team will hold the waiting lists for Tower Hamlets community schools and schools that use the council's admission policy. Until September 2019, the waiting lists for each band will be kept in the following descending order of priority:

1. Children with a brother or sister in the school at the time of admission
2. Children living nearest the school.

If a vacancy arises, it will be offered to the first applicant on the waiting list for that band. If a school cannot fill all the places available in a particular band, places will be filled by applicants from adjoining bands.

From September – December 2019, the waiting lists are combined into one list, disregarding the bands. The order of priority for the waiting list will then be:

1. Children looked after by the local authority, previously looked after children who left care under a residence or special guardianship order, or those adopted from local authority care.
2. Children without a school place.
3. Children with a brother or sister in the school.
4. Children living nearest the school.

Proximity to school will determine priority where there are competing claims to a place.

If parents wish for their child to remain on the Year 7 waiting list after December, they must complete an In-Year Transfer form, which is available from the Pupil Services Team. Please note that transfers take place at the beginning of each term. The timetable is included in the guidance notes that accompany the In-Year Transfer form and can also be viewed on the Council website:

www.towerhamlets.gov.uk/schooladmissions.

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TOWER HAMLETS CHILDREN'S SERVICES
PROPOSED CO-ORDINATED SCHEMES FOR ADMISSION TO
RECEPTION and YEAR 7 IN 2019/20



Version: 1.0
Date issued: 1 November 2017
Prepared by: Pupil Services
Children's Services Directorate
Review Date: October 2018



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- Page 18: Timetable for Reception/Junior Scheme (Schedule 3A)
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DEFINITIONS USED IN TOWER HAMLETS SCHEMES

| | |
|------------------------------------|--|
| “the Application Year” | the academic year in which the parent makes an application, i.e. in relation to the academic year of entry, the academic year preceding it. |
| “the Board” | the Pan London Admissions Executive Board. |
| “the Business User Guide (BUG)” | the document issued annually to all LAs participating in the Pan-London Co-ordinated Scheme. |
| “the Common Application Form” | this is the form that parents must use to make their applications, set out in rank order. |
| “the Equal Preference System” | the model whereby all preferences listed by parents on the Common Application Form are considered under the over-subscription criteria for each school without reference to parental rankings. Where a pupil is offered a place at more than one school within an LA, the rankings are used to determine the single offer by selecting the one ranked highest of the places offered. |
| “the Highly Recommended Elements” | the elements of Pan London Scheme that are not mandatory but to which subscription is strongly recommended in order to maximise co-ordination and thereby simplify the application process as far as possible. |
| “the Home LA” | the LA (local authority) in which the applicant/parent is resident. |
| “the Address Verification Register | the document containing the address verification policy of each participating LA. |
| “the Local Admission System (LAS)” | the IT module for administering admissions and for determining the highest offers within Tower Hamlets and between neighbouring authorities. |
| “the E-admissions Portal” | the common online application system used by the 33 London LAs and Surrey County Council. |
| “the Maintaining LA” | the LA which maintains a school to which an applicant has applied. |

| | |
|---------------------------------|---|
| “the Mandatory Elements” | those elements of the Pan-London Scheme to which participating authorities must subscribe. |
| “the Notification Letter” | the agreed form of letter sent to applicants on the Prescribed Day, which communicates any determination granting or refusing admission to a primary school, which is attached as Schedule 2. |
| “the Prescribed Day” | the day on which outcome letters are posted to parents Reception (Primary Schools): 16th April 2019 Year 7 (Secondary Schools): 1st March 2019 |
| “the Pan-London Register (PLR)” | the computer database that transmits application and offer data between each LA’s Local System. |
| “the Pan London Timetable” | the framework for making and processing applications attached as Schedule 3. |
| “the Participating LA” | any LA that has indicated in the ‘Memorandum of Agreement’ that they are willing to incorporate, at a minimum, the mandatory elements of the Pan London scheme presented here. |
| “the Qualifying Scheme” | the scheme which each LA is required to formulate in accordance with ‘The School Admissions (Admission Arrangements and Co-ordination of Admission Arrangements) Regulations 2012’, for co-ordinating arrangements for the admission of children to maintained primary and secondary schools and academies. |

Proposed Scheme for the Co-ordination of Admissions to Reception/Junior in 2019/20

When children can start primary school in Tower Hamlets

All children of reception age (i.e. those born between 1st September 2014 and 31st August 2015) can start school in September 2019. However, parents can ask for their child's entry to be deferred until later in the school year. When a place is deferred the LA cannot offer it to another child. Parents will be advised of their right to defer in the 'Starting School in Tower Hamlets' booklet and in the letter notifying them of the school of which a place can be offered.

ADMISSIONS NUMBERS

A list of admission numbers for each primary school is published in the LA's composite prospectus for school admissions.

APPLICATIONS

1. All primary schools, nurseries and early years centres will advise Tower Hamlets LA of all children on roll that are eligible for admission in the following academic year. Tower Hamlets LA will forward details of Out of Borough residents to the home LA
2. Tower Hamlets residents will make their applications on the Tower Hamlets LA Common Application Form (CAF), which will be available from September 2018 and will be able to be submitted on-line. The form will include all the fields and information specified in Schedule 1. Applications to Out of Borough schools can also be made on this CAF.
3. Tower Hamlets LA will take reasonable steps to ensure that the parent(s) of a child living in Tower Hamlets due to start primary school in 2019/ 20 receives a copy of the 'Starting School in Tower Hamlets' booklet, including details of how to apply online. The booklet will also be available to parents who do not live in Tower Hamlets and will contain information on how non-Tower Hamlets residents access their home LA'S booklet and CAF.
4. Tower Hamlets residents will be able to express a preference for a maximum of six schools whether the schools are in Tower Hamlets or in another Local Authority.
5. The separate admission authorities within this LA will use supplementary information forms where there is not sufficient information on the CAF for consideration of the application against the published oversubscription criteria. This will normally only be in circumstances where schools require additional information relating to membership of a particular faith. The supplementary form will be available on the school's website and should be completed and returned to the school concerned. The LA will seek to ensure that supplementary forms only collect information that is required by the published oversubscription criteria, in accordance with paragraph 2.4 the School Admissions Code (Dec 2014).
6. Where a school in Tower Hamlets receives a supplementary information form, it will not be considered as a valid application unless the parent has also listed the school on their CAF, in accordance with the School Admissions Code. All Supplementary Forms will be made available on the Tower Hamlets website and details of Tower Hamlets School requiring a Supplementary Form will be stated in the 'Starting School in Tower Hamlets' booklet.
7. All preferences expressed on the CAF for maintained schools will be valid preferences. The order of preference given on the CAF will not be revealed before the offer date. If there is a preference to a non-Tower Hamlets school the order of preference for that school will be revealed to the Home LA. This is to ensure that only the highest ranked offer is made.
8. Applicants must complete and submit the CAF on-line to this LA by **15 January 2019**.

9. Tower Hamlets LA will confirm the status of any resident child for whom it receives a Common Application Form stating s/he is currently or previously a 'Child Looked After' and will provide any evidence requested by the maintaining LA in respect of a preference for a school in its area by **5 February 2019**.
10. Tower Hamlets LA advise the maintaining LA of the reason for any application which is made in respect of a child resident in the area of this LA to be admitted outside of their correct age cohort, and will forward any supporting documentation to the maintaining LA by **5 February 2019**.
11. Tower Hamlets LA will carry out the address verification process as set out in its entry in LIAAG Address Verification Register. This will in all cases include validation of resident applicants against this LA's primary school data and the further investigation of any discrepancy. Where this LA is not satisfied as to the validity of an address of an applicant whose preference has been sent to a maintaining LA, it will advise the maintaining LA no later than **11 February 2019**.

PROCESSING

12. Applicants' resident within Tower Hamlets must return the Common Application Form, which can be completed and submitted on-line, by **15 January 2019**.
13. Application data relating to all preferences for schools in other participating LAs, which have been expressed within the terms of this LA's scheme, will be up-loaded to the PLR by **5 February 2019**. Supplementary information provided with the Common Application Form will be sent to maintaining LAs by the same date.
14. Pupil Services shall, in consultation with the admission authorities within the Tower Hamlets borough and within the framework of the Pan-London timetable in Schedule 3, determine and publish its own timetable for the processing of preference data and the application of published oversubscription criteria.
15. Tower Hamlets LA will accept late applications and treat them as though they were received on time, only if they are late for a good reason. Examples of what will be considered as "good reason" includes: when a single parent has been very ill during the relevant period, or has been dealing with the death of a close relative; a family has just moved into the area. Other circumstances will be considered and each case decided on its own merits
16. If late applications that are being treated as having been received on time include preferences for schools in other LAs, Tower Hamlets LA will forward the details to the maintaining LAs via the PLR as they are received.
17. The latest date for the upload to the PLR of late applications which are being treated as having been received on-time is **11 February 2019**.
18. Where an applicant moves from one participating home LA to another after submitting an on-time application under the terms of the former home LA's scheme, the new home LA will accept the application as on-time up to **11 February 2019**, on the basis that an on-time application already exists within the Pan-London system.
19. Tower Hamlets will participate in the application data checking exercise scheduled between **12 and 26 February 2019** in the Pan-London timetable in 3A.

20. All preferences for schools within Tower Hamlets LA will be considered by the relevant admission authorities without reference to rank order in accordance with paragraph 1.9 of the School Admissions Code 2014. When the admission authorities within Tower Hamlets have provided a list of applicants in criteria order to this LA, this LA shall, for each applicant to its schools for whom more than one potential offer is available, use the highest ranked preference to decide which single potential offer to make. [This is the 'Equal Preference System'.]
21. Tower Hamlets LA will carry out all reasonable checks to ensure that pupil rankings are correctly held in its LAS before uploading data to the PLR.
22. Tower Hamlets LA will upload the highest potential offer available to an applicant for a school in this LA to the PLR by **21 March 2019**. The PLR will transmit the highest potential offer specified by the Maintaining LA to the Home LA.
23. The LAS of Tower Hamlets LA will eliminate, as a Home LA, all but the highest ranked offer where an applicant has more than one potential offer across maintaining LAs submitting information within deadline to the PLR. This will involve exchanges of preference outcomes between the LAS and the PLR (in accordance with the iterative timetable published in the Business User Guide) which will continue until notification that a steady state has been achieved or until **28 March 2019** if this is sooner.
24. Tower Hamlets LA will not make any additional offer between the end of the iterative process and **16 April 2019** which may impact on an offer being made by another participating LA.
25. Notwithstanding paragraph 24, if an error is identified within the allocation of places at maintained school or academy in Tower Hamlets, the LA will attempt to manually resolve the allocation to correct the error. Where this impacts on another LA (either as a home or maintaining LA) this LA will liaise with that LA to attempt to resolve the correct offer and any multiple offers which might occur. However, if another LA is unable to resolve a multiple offer, or if the impact is too far reaching, this LA will accept that the applicant(s) affected might receive a multiple offer.
26. Tower Hamlets LA will participate in the offer data checking exercise scheduled between **29 March and 10 April 2019** in the Pan-London timetable in 3A.
27. Tower Hamlets LA will send a file to the E-Admissions portal with outcomes for all resident applicants who have applied online no later than **11 April 2019**. (33 London LAs and Surrey only)

OFFERS

28. On **16 April 2019** Tower Hamlets LA will send a letter notifying parents of the school place provisionally offered. The letter will advise the following:
 - The name of the school at which a place is provisionally offered.
 - The procedure and documentation required for the parent(s) to accept the offer by **30 April 2019**
 - If applicable, the reasons why the child is not being offered a place at any of the schools they nominated on the CAF.
29. Parents who do not obtain an offer at a preferred school may apply to schools that still have vacancies. Children who have not been offered a place at any school and late applicants will be offered a place at a school with places remaining.

30. Tower Hamlets LA shall use various forms of the notification letter set out in Schedule 2. Parents will be required to accept or decline the offer with the school at which the place is being offered.
31. Tower Hamlets LA will compile destination data of all its resident applicants by the end of the summer term 2019.

POST OFFER

32. **Tower Hamlets** LA will request that resident applicants accept or decline the offer of a place by **30 April 2019**, or within two weeks of the date of any subsequent offer.
33. Where an applicant resident in Tower Hamlets LA accepts or declines a place at a school maintained by another LA by **30 April 2019**, Tower Hamlets LA will forward the information to the maintaining LA by **7 May 2019**. If information is received from applicants after **30 April 2019**, Tower Hamlets LA will pass it to the maintaining LA as it is received.
34. Where a waiting list is maintained by an admission authority of a maintained school or academy in this LA's area, the admission authority will inform this LA of a potential offer, in order that the offer may be made by the home LA.
35. Where a place becomes available in an oversubscribed maintained school or academy in this LA's area, it will be offered from a waiting list ordered in accordance with paragraph 2.14 of the School Admissions Code 2014.
36. Tower Hamlets will inform the home LA, where different, of an offer for a maintained school in Tower Hamlets LA's area which can be made to an applicant resident in the home LA's area, in order that the home LA can offer the place.
37. When acting as a maintaining LA, Tower Hamlets LA, and the admission authorities within it, will not inform an applicant resident in another LA that a place can be offered.
38. Tower Hamlets LA will offer a place at a maintained school in the area of another LA to an applicant resident in Tower Hamlets area, provided that the school is ranked higher on the Common Application Form than any school already offered.
39. Where Tower Hamlets LA is informed by a maintaining LA of an offer which can be made to an applicant resident in Tower Hamlets LA's area which is ranked lower on the Common Application Form than any school already offered, it will inform the maintaining LA that the offer will not be made.
40. Where Tower Hamlets LA, acting as a home LA, has agreed to a change of preference order for good reason, it must inform any maintaining LA affected by the change. In such cases, paragraphs 36 and 37 shall apply to the revised order of preferences.
41. Tower Hamlets LA will inform the home LA, where different, of any change to an applicant's offer status as soon as it occurs.
42. Tower Hamlets LA will accept new applications (including additional preferences) from home LAs for maintained schools in its area.
43. Parents who wish their children's names to be placed on the waiting list of a higher ranked school to the one offered or to any of the preferred schools if an offer has not been possible must notify Pupil Services by **30 April 2019**.
44. Tower Hamlets will seek to ensure that a place is not offered at a school which is ranked on the CAF as a lower preference than any school already offered to a parent.

APPEALS

45. Parents have the right of appeal against the refusal of a place at any of the schools for which they have applied. Parents wishing to appeal to a Tower Hamlets community school must do so by **15th May 2019**. Tower Hamlets voluntary schools may have different arrangements and parents will be advised to contact the individual school for information.

Proposed Scheme for the Co-ordination of Admissions to Year 7 in 2019/20

When children start the Year 7 of Secondary School in Tower Hamlets

All children of born between 1st September 2008 and 31st August 2009 can start the Year 7 of secondary school in September 2019.

APPLICATIONS

1. Tower Hamlets LA will advise home LAs of their resident pupils on the roll of this LA's maintained primary schools and academies who are eligible to make application in the forthcoming application year.
2. Applications from residents of Tower Hamlets will be made on the authority's Common Application Form (CAF), which will be available and able to be submitted on-line. This will include all the fields and information specified in Schedule 1. These will be supplemented by any additional fields and information where deemed necessary by this LA to enable admission authorities in Tower Hamlets to apply their published oversubscription criteria.
3. Tower Hamlets will take all reasonable steps to ensure that every parent who is resident in this LA and has a child in their last year of primary education within a maintained school or academy, either in Tower Hamlets or any other maintaining LA, receives a copy of this LA's admissions booklet and CAF, **including details of how to apply online**. The admissions booklet will also be available to parents who do not live in Tower Hamlets, and will include information on how they can access their home LA's CAF.
4. Tower Hamlets LA and the admission authorities within this LA i.e. Bishop Challoner, Raine's and Sir John Cass Foundation Schools will use supplementary forms to collect information which is required by the school's published oversubscription criteria and not available through the CAF. The LA will seek to ensure that information collected is in accordance with paragraph 2.4 of the School Admissions Code 2014.
5. Where Tower Hamlets or the other admission authorities within the LA use a supplementary form, they will be available on the Tower Hamlets website. The Tower Hamlets admission booklet will indicate which schools in Tower Hamlets require supplementary forms to be completed and where they can be obtained. Such forms will advise parents that they must complete their Home LA's CAF. An application will not be considered to be a valid application unless the parent has also listed the school on their home LA's CAF, in accordance with the School Admissions Code 2014.
6. Applicants will be able to express a preference for six maintained secondary schools or Academies within and/or outside Tower Hamlets.
7. The order of preference given on the CAF will not be revealed to a school within the LA area in accordance with paragraph 1.9 of the School Admissions Code 2014. However, where a parent resident in this LA expresses a preference for schools in the area of another LA, the order of preference for that LA's schools will be revealed to that LA in order that it can determine the highest ranked preference in cases where an applicant is eligible for a place at more than one school in that LA's area.
8. Tower Hamlets LA undertakes to carry out address verification process as set out in its entry in the LIAAG Address Verification Register. This will in all cases include the validation of resident applicants against Tower Hamlets primary school data and the further investigation of any discrepancy. Where this LA is not satisfied as to the validity of an address of an applicant whose preference has been sent to a maintaining LA, it will advise the maintaining LA no later than the **12 December 2018**.

9. Tower Hamlets LA will confirm the status of any resident child for whom it receives a Common Application Form stating s/he is currently or previously a 'Child Looked After' and will provide any evidence requested by the maintaining LA in respect of a preference for a school in its area by **13 November 2018**.
10. Tower Hamlets LA will advise the maintaining LA of the reason for any application which is made in respect of a child resident in the area of this LA to be admitted outside of their correct age cohort, and will forward any supporting documentation to the maintaining LA by the **13 November 2018**.

PROCESSING

11. Applicants resident within Tower Hamlets must return the CAF, which will be available and able to be submitted on-line, to this LA by **31st October 2018**. This closing date applies to all LAs participating in the Pan London co-ordinated admissions arrangements. However, Tower Hamlets LA will publish information which encourages applicants to submit their application by the **19th October 2018 (i.e. the Friday before half term)**, to allow sufficient time to process and check all applications before the mandatory date when data must be sent to the PLR.
12. Application data relating to all preferences for Tower Hamlets residents applying to maintained schools in the area of other participating LAs, which have been expressed within the terms of the Tower Hamlets scheme, will be up-loaded to the PLR by **13 November 2018**. Supplementary forms mistakenly sent with the CAF will be sent to maintaining LAs and TH admission authorities by the same date, where possible.
13. Tower Hamlets, in consultation with the admission authorities within its area and within the framework of the Pan-London Timetable in Schedule 3B, will determine its own timetable for the processing of application data and the application of published oversubscription criteria.
14. Tower Hamlets will accept late applications only if they are late for a good reason. Examples of what will be considered as good reason include: when a single parent has been ill during the relevant period, or has been dealing with the death of a close relative; a family has just moved into the area. Other circumstances will be considered and each case decided on its own merits.
15. Where such applications contain preferences for schools in other LAs, Tower Hamlets will forward the details to maintaining LAs via the PLR as they are received. Tower Hamlets will accept late applications which are considered to be on time within the terms of the home LA's scheme, providing they are uploaded to the PLR by the latest date i.e. **12 December 2019**.
16. If, after submitting an on-time application, an applicant moves from Tower Hamlets to another participating LA or vice versa, it will be accepted and treated as on-time up to **12 December 2018**. This is on the basis that an on-time application already exists within the Pan-London system.
17. Tower Hamlets LA will participate in the application data checking exercise scheduled between the **13 December 2018 and 2nd January 2019** in the Pan London Timetable in Schedule 3B.

18. All preferences for schools within Tower Hamlets will be considered by the relevant admission authorities without reference to rank order in accordance with paragraph 1.9 of the School Admission Code 2012. Once each Tower Hamlets admission authority has ranked its applicants in criteria order and provided its list to the LA, Tower Hamlets LA shall, for each applicant to its schools for whom more than one potential offer is available, use the highest ranked preference to decide which single potential offer to make. [This is the 'Equal Preference System']
19. Tower Hamlets LA will carry out all reasonable checks to ensure that pupil rankings are correctly held in its LAS before uploading data to the PLR.
20. Tower Hamlets will upload the highest potential offer available to an applicant for a maintained school in this LA to the PLR by **1 February 2019**. The PLR will transmit the highest potential offer specified by the Maintaining LA to the Home LA.
21. The LAS of Tower Hamlets LA will eliminate, as a Home LA, all but the highest ranked offer where an applicant has more than one potential offer across Maintaining LAs submitting information within deadline to the PLR. This will involve exchanges of information between the LAS and the PLR (in accordance the iterative timetable published in the Business User Guide) which will continue until notification that a steady state is achieved (which the PLR will indicate), or until **14 February 2019** if this is sooner.
22. Tower Hamlets LA will not make an additional offer between the end of the iterative process and **1st March 2019**, which may impact on an offer being made by another participating LA.
23. Notwithstanding paragraph 22, if an error is identified within the allocation of places at a Tower Hamlets maintained school or academy, Tower Hamlets LA will attempt to manually resolve the allocation to the correct the error. Where this impacts on another LA (either as home or maintaining LA) Tower Hamlets LA will liaise with the other LA in an attempt to resolve the correct offer and any multiple offers. However, if the other LA is unable to resolve a multiple offer, or is the impact is too far reaching, Tower Hamlets LA will accept that the applicants affected might receive a multiple offer.
24. Tower Hamlets LA will participate in the offer data checking exercise scheduled between the **15 and 22 February 2019** in Pan London timetable in Schedule 3B.
25. Tower Hamlets LA will send a file to the E-Admissions portal with outcomes for all resident applicants who have applied online no later than **22 February 2019**. (33 London LAs and Surrey only).

OFFERS

26. Tower Hamlets LA will inform all residents applicants of their highest offer of a school place and, where relevant, the reason why higher preferences were not offered. Whether they were for schools in Tower Hamlets or in other participating LAs.
27. For Tower Hamlets residents for whom a place cannot be offered at any of the schools listed on the CAF on the **1st March 2019**. There will be an opportunity to state further preferences between March and Mid-April.
28. The Tower Hamlets LA outcome letter will include the information set out in schedule 2.

29. On **1st March 2019** Tower Hamlets LA will send by first class post notification of the outcome to resident applicants.
30. Tower Hamlets will provide its primary schools with destination data of its resident applicants by the end of February and provide updates at regular intervals throughout the summer term of 2018.

POST OFFER

31. Tower Hamlets secondary schools must contact successful applicants immediately after the **2 March 2019** to confirm the offer of a place and the arrangements for admission. They will notify Tower Hamlets LA of any pupils for whom an offer of place is declined and the reasons for this.
32. Tower Hamlets LA will request that its resident applicants, who have been offered a place at a school maintained by another LA, accept or decline the offer by the **15 March 2019**, or within two weeks of the date of any subsequent offer.
33. Where an applicant resident in Tower Hamlets LA accepts or declines a place in a school maintained by another LA by **15 March 2019**, Tower Hamlets LA will forward the information to the maintaining LA by **22 March 2019**. Where such information is received from applicants after **15 March 2019**, Tower Hamlets LA will pass it to the maintaining LA as it is received.
34. Where a waiting list is maintained by an admission authority of a maintained school or academy in this LA's area, the admission authority will inform this LA of a potential offer, in order that the offer may be made by the home LA.
35. Where a place becomes available in an oversubscribed maintained school or academy in Tower Hamlets LA, it will be offered from a waiting list ordered in accordance with paragraph 2.14 of the School Admissions Code 2014.
36. When acting as a maintaining LA, Tower Hamlets LA will inform the home LA, where different, of an offer for a maintained school or Academy in the Tower Hamlets area which can be made to an applicant resident in the home LA's area, in order that the home LA can offer the place.
37. When acting as a maintaining LA, Tower Hamlets LA, and the admission authorities within it, will not inform an applicant resident in another LA that a place can be offered.
38. When acting as a home LA, Tower Hamlets LA will offer a place at a maintained school or Academy in the area of another LA to an applicant resident in its area, provided that the school is ranked higher on the Common Application Form than any school already offered.
39. When acting as a home LA, when Tower Hamlets LA is informed by a maintaining LA of an offer which can be made to an applicant resident in Tower Hamlets which is ranked lower on the Common Application Form than any school already offered, it will inform the maintaining LA that the offer will not be made.
40. When acting as a home LA, Tower Hamlets LA has agreed to a change of preference order for good reason, it will inform any maintaining LA affected by the change. In such cases, paragraphs 35 and 36 shall apply to the revised order of preferences.
41. When acting as a maintaining LA, Tower Hamlets LA will inform the home LA, where different, of any change to an applicant's offer status as soon as it occurs.
42. When acting as a maintaining LA, Tower Hamlets LA will accept new applications (including additional preferences) from home LAs for maintained schools and academies in its area.

43. The Tower Hamlets LA secondary admissions booklet explains how waiting lists operate. In-Year admissions will be in accordance with the co-ordinated in-year admission scheme.

APPEALS

44. Parents have the right of appeal against the refusal of a place at any of the schools for which they have applied. Parents wishing to appeal to a Tower Hamlets community school must do so by **29th March 2019**. Tower Hamlets voluntary schools may have different arrangements and parents will be advised to contact the individual school for information.

This LA's Common Application Form for Admissions to Reception/Junior and Year 7 will contain the following fields as a minimum.

Child's details:

Surname
Forename(s)
Middle name(s)
Date of Birth
Gender
Home address
Name of current nursery, school or under 5s provision

Parent(s) / Carer(s) details:

Title
Surname
Initials or Forename
Address (if different to child's address)
Telephone Number (Home, Daytime, Mobile)
Email address
Relationship to child

Preference details (up to 6)

Name of school
Address of school
Preference ranking
Local Authority in which the school is based

Additional information:

Reasons for preference (including any medical or social reasons)
Does the child have a statement of SEN? Y/N*
Is the child in the public care of a local authority / looked after? Y/N
Is the child formerly CLA but now adopted or subject of a 'Residence Order' or 'Special Guardianship Order'? Y/N
If yes, name of responsible authority
Surname of sibling
Forename of sibling
DOB of sibling
Gender of sibling
Name of school sibling attends

Other:

Declaration and signature of parent or carer
Date of signature

Tower Hamlets Co-ordinated Admission Scheme
(Template Outcome Letter for Admissions to Reception/Junior and Year 7 in 2019/20)

From: Home LA

Date: **1 March 2019 (sec)**
16 April 2019 (prim)

Dear Parent,

Application to School

I am writing to advise you that there is a place for «pupil_firstname» «pupil_surname» at _____ School for September 2019. This offer is subject to you providing the school with proof of your child's date of birth and current address by the _____ (2 weeks from date of offer).

This was the school you named as your _____ preference on the application form and the Headteacher will soon be in contact with you to make the necessary arrangements for «pupil_firstname» admission in September.

Offers which could have been made for any schools you placed lower on your list of preferences, were automatically withdrawn(cancelled) under the co-ordinated admission arrangements as a higher preference has been offered.

I am sorry that a place could not be offered at any of the schools you listed as a higher preference on your application form. For each of these schools there were more applications than places available and other applicants had a higher priority than your child under the school's admission policy. If you would like more information about the reason that your child was not offered a place at any higher preference school, you should contact the admission authority that is responsible for admissions to the school within the next few days. Details of the different admission authorities for Tower Hamlets are attached to this letter. If the school is outside Tower Hamlets, the admission authority will either be the borough in which the school is situated, or the school itself.

If you would like your child's name to be placed on the waiting list(s) for a Tower Hamlets community school you must contact Pupil Services telephone 020-364 5006 or e-mail: schooladmissions@towerhamlets.gov.uk.

You have the right of appeal against the decision not to offer a place at your preferred school(s). If the appeal is for a Tower Hamlets school please use the enclosed appeal form. You **must** state your reasons for appealing and return it in the reply paid envelope by _____. You should use a separate appeal form for every school you appeal for.

If your appeal is for a school that is not in Tower Hamlets, you should contact the admission authority for that school for information on the waiting list and appeal procedures. It is in your interests to do so as soon as possible.

** If you are unable to take up the place at _____ for any reason, please contact the Pupil Services Team immediately on 020-7364 5006 or email schooladmissions@towerhamlets.gov.uk.*

Yours sincerely

(First preference offer letters will include the paragraphs in italics only)

*** The following paragraph will replace the one above for Tower Hamlets parents who receive an offer of a place at a school outside of Tower Hamlets:**

Please confirm that you wish to accept the place at X School by completing the reply slip below. If you do not wish to accept the place, you will need to let me know what alternative arrangements you are making for your child's education. Please return the reply slip by 15th March 2019 (secondary) / 30 April 2019 (primary).

Key dates in the timetable for the Co-ordination of Admissions to Reception

| | |
|-----------------------------|--|
| 15 Jan 2019 | Statutory deadline for receipt of applications |
| 5 Feb 2019 | Deadline for the transfer of application information by the Home LA to the PLR (ADT file) |
| 11 Feb 2019 | Deadline for the upload of late applications to the PLR. |
| 12 Feb – 26 Feb 2019 | Checking of application data |
| 21 Mar 2019 | Deadline for the transfer of potential offer information from the maintaining LAs to the PLR (ALT file). |
| 28 Mar 2018 | Final ALT file sent to PLR |
| 29 Mar – 10 Apr 2019 | Checking of offer data |
| 11 Apr 2019 | Deadline for on-line ALT file to portal |
| 16 Apr 2019 | Notification letters posted. |
| 30 April 2019 | Deadline for receipt of acceptances |
| 30 April 2019 | Deadline to request a place on a school Waiting List |
| 7 May 2019 | Deadline for transfer of acceptances to maintaining LAs |
| 15 May 2019 | Closing date for appeals to be lodged |

Key dates in the timetable for the Co-ordination of Admissions to Year 7

| | |
|-------------------------------------|--|
| 19 Oct 2018 | Published closing date (Friday before half-term) |
| 31 Oct 2018 | Statutory deadline for submission of the Common Application Form by parents to home local education authority. |
| 13 Nov 2018 | Deadline for the transfer of application information by the Home LA to the PLR. |
| 12 Dec 2018 | Deadline for the upload of late applications to the PLR. |
| 13 Dec 2018 - 2 Jan 2019 | Checking of application data |
| 1 Feb 2019 | Deadline for the transfer of potential offer information from the Maintaining LAs to the PLR. |
| 14 Feb 2019 | Final ALT file to PLR |
| 15 - 22 Feb 2019 | Checking of offer data |
| 25 Feb 2019 | Deadline for on-line ALT file to portal |
| 1 Mar 2019 | The Offer Day – the date on which notification letters are sent out. |
| 15 Mar 2019 | Deadline for Tower Hamlets residents to confirm acceptance of a place at an out-borough school. |
| 22 Mar 2019 | Deadline for transfer of acceptances to maintaining LAs |
| 29 Mar 2019 | Closing date for appeals to be lodged |

Tower Hamlets Supplementary Information Form

Secondary Transfer 2019

Supplementary Form for out-borough pupils applying for Tower Hamlets Secondary Schools



Admissions stamp only

Date received

ID

- This supplementary form provides information needed for applications to the schools below from parents who do not live in Tower Hamlets.
- You must complete the application form issued by your home Local Authority as well as this form. If you do not complete both forms your application cannot be fully considered.
- You will need a separate supplementary form if you are applying to Bishop Challoner, Sir John Cass or Canary Wharf College 3 Secondary. These forms are available directly from the schools.

- Bow School
- Central Foundation
- George Green's
- Green Spring Academy Shoreditch
- Langdon Park
- Livingstone Academy
- London Enterprise Academy
- Morpeth
- Mulberry
- Oaklands
- Raine's Foundation
- St Paul's Way Trust
- Stepney Green
- Swanlea

1 Child's Detail

First names:

Last name:

Sex: Male Female Date of Birth Day Month Year

Home address:

Name of your child's primary school:

Borough of primary school:

2 Children with additional needs

Is your child undergoing a statutory assessment of special educational needs or Education, Health and Care Plan? Yes No

Does your child have a final statement of special educational needs or Education, Health and Care Plan? Yes No

3 Parent's or carer's details

Title: Mr Mrs Ms Miss

First name:

Last name:

Home address:
 (if different from above)

Home phone number:

Daytime phone number:

Home Local Authority:

4 Preferences for secondary school

Please list below the Tower Hamlet schools you are applying to. You must list the schools in preferred order.

Is this your eldest child? Yes No

Is this your eldest son? Yes No

Is this your eldest daughter? Yes No

NFER Tests* Reading Score Maths Score Band

* Where pupils have not taken the NFER test, your child's primary school is asked to provide a teacher assessment of your child's ability from one of four bands A, B, C and D (A being the lowest and D the highest).

Preference 1

Preference 2

Preference 3

Preference 4

Preference 5

Preference 6

Please provide the name and Date of Birth of any brothers or sisters also applying for a place at one of the above schools in September 2019

First names:

Last name:

Sex: Male Female Date of Birth Day Month Year

5 Declaration and signature of the parent or carer

I am the person with parental responsibility for the child named above and the information given is true. I understand that false or misleading information may result in the offer of a place being withdrawn.

Signature:

Date:

Please complete and return to: Pupil Services, Mulberry Place, 5 Clove Crescent, London E14 2BG. Fax: 0207 364 4311 by 31st October 2018

London Borough of Tower Hamlets

Pupil Services, Town Hall, Mulberry Place, 5 Clove Crescent, E14 2BG



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**TOWER HAMLETS CHILDREN'S SERVICES
PROPOSED COORDINATED SCHEME FOR
IN-YEAR ADMISSIONS in 2019/20**



Version: 1.0
Date issued: 1 November 2017
Prepared by: Pupil Services
Children's Services Directorate
Review Date: October 2018



THE TOWER HAMLETS LA SCHEME FOR CO-ORDINATED IN-YEAR ADMISSIONS IN 2019/20

DEFINITIONS

| | |
|------------------------------------|--|
| “the LA” | the Local Authority |
| “the Maintaining LA” | the LA which maintains a school to which an applicant has applied |
| “the Home LA” | the LA (local authority) in which the applicant/parent is resident |
| “the Application Year” | the academic year in which the parent makes an application i.e. in relation to the academic year of entry, the academic year preceding it. |
| “The LA In-Year Admission Form” | this is the LA form that all parents must use to make their applications, set out in ranked order |
| “the Equal Preference System” | the model whereby all preferences listed by parents on the In-Year Admission Form are considered under the over-subscription criteria for each school without reference to parental rankings. Where a pupil is offered a place at more than one school, the rankings are used to determine the single offer by selecting the one ranked highest of the places offered |
| “the Code” | the School Admissions Code imposes mandatory requirements on LAs and Councils in England and refers to statutory requirements which all admission authorities must comply with. A copy can be found at https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/389388/School_Admissions_Code_2014_-_19_Dec.pdf |
| “the Local Admission System (LAS)” | the IT module for administering admissions and for determining the highest offer within Tower Hamlets |
| “the Notification Letter” | the agreed form of letter sent to an applicant that communicates any determination granting or refusing admission. |
| ‘Own Admission Authority’ | Schools that are responsible for setting their own admissions criteria and determining admissions themselves i.e. voluntary aided, academies and free schools. |

INTRODUCTION

This document outlines the co-ordinated In-Year school admissions arrangements in the London Borough of Tower Hamlets for the 2019/20 academic year. These arrangements are set out in accordance with the mandatory requirements in the School Admissions Code (Dec 2014) and apply to admission arrangements for admission in the school year 2019/20.

In line with changes in the school admission regulations, the Tower Hamlets co-ordinated admission arrangements no longer require **own admission authority** (i.e. academies, free and voluntary aided schools) schools to receive their in-year applications via the LA. However, following consultation with its Admission Forum, the LA believes that co-ordinating in-year admissions is the most effective way for ensuring that children out of school are tracked, monitored and placed in education as quickly as possible. This safeguarding element has been a particular strength of in-year coordination since its introduction and there is a substantial risk that vulnerable children and young people may 'slip through the net', if the LA reverts back to a system whereby applications are made direct to individual schools. **Own admission authority** schools are therefore urged to abide with the LA's procedures for co-ordinating the application stage of the process, whilst being able to issue the outcome direct to the applicant and notify the LA accordingly.

Tower Hamlets Local Authority will therefore continue, as far as possible, to coordinate in-year admissions as the maintaining Local Authority. Full details of the scheme are below, but the key features are as follows:

- Applicants wanting to apply for schools and academies within Tower Hamlets **must** apply using the LA's Common Application Form. Applicants can name up to three schools in order of preference.
- Tower Hamlets residents wishing to apply for schools in other boroughs **must** apply according to that borough's admission arrangements. This may involve applying directly to the relevant admission authority or via Tower Hamlets.
- The formal notification of the application outcome is made by the maintaining LA/**own admission authority** school.
- The Tower Hamlets Pupil Services Team will continue to directly administer community and voluntary controlled school admissions, including waiting lists for community schools.
- **Own admission authority** schools will continue to administer their own waiting lists and determine whether a place can be offered. VA schools and Canary Wharf College Free Schools will retain a supplementary form (for applicants applying for a place on faith grounds).
- It is critical for the Pupil Services Team to hold up-to-date information about school vacancies so that correct advice can be provided to parents. Schools that are on SAMs (School Admission Module) must update their roll numbers directly on the system. Pupil Services will also, collect data from its schools using secure data exchange methods to confirm the roll numbers and other details for each year group.
- All Schools, including own admission authority schools are reminded that they are legally obliged to fill vacancies in any year group where the number of pupils on roll is below the published admission number irrespective of their admissions criteria.
- Unsuccessful applicants have a right of appeal to an independent appeal panel. Own admission authority schools must make arrangements for hearings although the LA will be able to facilitate this for them for a charge.

ADMISSION NUMBERS

The admission numbers of all primary and secondary schools are set out in the LA's composite prospectus.

APPLICATIONS

1. This scheme applies to all applicants for maintained schools, academies and own admission authority schools within Tower Hamlets.
2. Applications must be made on the **LA In-Year Application/Transfer Form**, which will be available from the Pupil Services Team, Tower Hamlets schools and academies, and the Tower Hamlets website.
3. Applicants will be able to express a preference for up to three maintained schools, academies and own admission authority schools within Tower Hamlets.
4. Applicants must return the **LA In-Year Application/Transfer Form** to the Pupil Services Team.
5. Any preferences made for own admission authority schools in Tower Hamlets will be available for schools to see using SAMs. If an own admission authority school receive applications directly, they must notify the Pupil Services Team immediately and advise the applicant they must complete the application form issued by the LA.
6. The order of preference given on the **LA In-Year Application/Transfer Form** will not be revealed to individual schools.
7. **Own admission authority schools** within Tower Hamlets may use supplementary information forms where there is not sufficient information on the LA Form for consideration of the application against the published oversubscription criteria. **This must only be in circumstances where schools require additional information relating to membership of a particular faith.** The supplementary form should be completed and returned to the school concerned. The LA will seek to ensure that supplementary forms only collect information that is required by the published oversubscription criteria, in accordance with the Admissions Code of Practice (Dec 2014).
8. Where an own admission authority school in Tower Hamlets receives a supplementary form, it will advise the parent/carer to complete the **LA In-Year Application/Transfer Form** to formally register their application.
9. Tower Hamlets LA will notify the Home LA of all applications submitted for children who are not borough residents, in accordance with the agreed protocol for the exchange of information between London LAs. This procedure is to ensure the Home LA has an overview of children without a school place and school to school transfer requests and retains its safeguarding responsibilities.
10. Tower Hamlets LA will confirm the status of any resident child for whom it receives a Common Application Form stating s/he is a child looked after, became subject to an adoption, residence, or special guardianship order, and will notify the Home LA if the child is not resident in Tower Hamlets.

PROCESSING

11. To determine the availability of places, all Tower Hamlets schools and academies will be required to provide the Pupil Services Team, on request, their roll number, vacancies and waiting list numbers (own admission authority schools) for each year group. Schools will also be required to maintain an accurate record of their roll numbers across all year groups using SAMs.
12. The Pupil Services Team will carry out the following functions to process applications for schools and academies:
 - Where the **LA In-Year Application/Transfer Form** is not fully completed, the applicant will be notified the application is invalid until all the information is received. If the child is without a school place then an offer or allocation will be made whilst the relevant information is obtained.
 - Use a secure means to exchange data with its schools, academies and other LAs.
13. Where an applicant has expressed a preference for one or more schools/academies outside of Tower Hamlets, application details will be passed to the maintaining LA to process for the schools applied for in that borough. Some maintaining LAs will require that applications are made directly to them or to the admissions authority. Pupil Services will advise parents if this is the case.

NOTIFICATION OF OUTCOME:

CHILDREN WITHOUT A SCHOOL PLACE

14. Pupil Services will aim to notify the outcome of an application made for community and voluntary controlled schools by letter within **10 school days**. The letter will advise the following:
 - a. The name of the school at which a place is provisionally offered
 - b. The procedure and documentation required for the parent(s) to accept the offer including the requirement for them to provide the schools with the necessary proof of address and guardianship.
 - c. If applicable, the reasons why the child is not being offered a place at any of the other schools they named on the application form, the opportunity to be added to a waiting list and details of their right of appeal.
15. Where it is evident that more than one school place can be offered, Pupil Services will eliminate all but the highest ranked offer where an applicant has ranked schools in order of preference on the **LA In-Year Application/Transfer Form**. Any lower preferences will be withdrawn at this point.
16. Where it is evident that more than one school place can be offered as a result of liaison with applications made to school(s) in other LAs, Pupil Services will contact the family to establish which offer will be accepted and free up any potential multiple offers.

17. Parents of Tower Hamlets children who cannot be offered a place at any of their preferred schools will be advised of the school at which a place has been reserved, which may be a community, voluntary or academy school.

Where the LA is not the admission authority, notifications can be made in the following ways:

18. **Own admission authority schools** can notify parents/carers direct on the outcome of applications referred by LA. However, they will need to advise the Pupil Services Team beforehand so that decisions are co-ordinated and that the LA is able to ensure that children are not missing education.
19. Where a child is resident in **another borough**, the Pupil Services Team will notify the parent of the outcome and, where necessary, advise about the waiting list and their right of appeal. The Home LA will be informed of the outcome of the application, in accordance with the agreed protocol for the exchange of information between London LAs.
20. All Tower Hamlets schools (including **own admission authority schools**) must also adhere to the requirement to admit children referred by Pupil Services under the provision of the locally agreed Fair Access Protocol, as required by 3.12 of the School Admissions Code.

CHILDREN WHO ARE CURRENTLY IN SCHOOL (SCHOOL TRANSFER)

21. In most cases, school to school transfers will take place at the start of each school term, according to the LA's published transfer timetable. Exceptions may be made on cases where children are making an unreasonable journey to a school or where there is an exceptional medical or social need for early transfer, but these will only be agreed following discussion with all parties involved.
22. Where an offer can be made for a child currently on roll at another Tower Hamlets school, Pupil Services will notify the child's current school in accordance with the transfer timetable.

POST OFFER

23. Schools and academies are required to admit children within **10 school days** of the date of the notification letter except in cases of transfer between schools in Tower Hamlets. In these circumstances, the transfer should take place at the beginning of the proceeding half term.
24. Where a child does not take up the place within the relevant timeframe the school must notify the Pupil Services Team. Pupil Services will then make effort to contact the family to find out whether or not they wish to accept the place, and notify the offered school. Only where there is no response, and it can be demonstrated that every effort has been made to contact the family, will the offer of a place be withdrawn.
25. In cases where an offer of a school place has been rejected and it is evident that no alternative provision has been arranged for the child by the parent/carer, the Pupil Services Team will carry out a home visit or refer the family's details to the Attendance and Welfare Service or the Home LA, if the child is not resident in Tower Hamlets. The LA will expect schools to attempt to contact families by all means available, including email and letter to the family if there is no response before taking the appropriate action.

26. Once a school offer is made, any other applications/preferences will be withdrawn and families will need to reapply if they wish to be added to the waiting lists for any further schools.
27. If a family refuse more than two transfers in an academic year, without reasonable justification, then their application will be withdrawn and they will not be considered for any further transfers in that academic year. If the application has previously been awarded priority (such as Medical/social or Children who are out of school) on a waiting list, and the family then refuse the offer, the priority status may be removed.
28. For children not in receipt of education, delay in a straightforward admission to a school where a vacancy has been identified should be avoided. The Pupil Services Team will work closely with its schools to place the child on roll as soon as reasonably practical.
29. Where Pupil Services receives notification of an accepted offer for a child not resident in Tower Hamlets, this information will be shared with the Home LA.

APPEALS

30. Parents have the right of appeal against the refusal of a place at any of the schools for which they have applied. **Own admission authority schools** must therefore ensure they inform parents of their right of appeal, and the arrangements for doing so, if they are unable to offer a place.
31. **Own admission authority schools** should also notify Pupil Services of all appeals that are lodged for the school along with the outcome, as soon as this is determined.
32. Where Pupil Services receives notice on the outcome of an appeal for a school in its area, this information will be shared with the Home LA for a child not resident in Tower Hamlets.

WAITING LISTS

33. The waiting lists for all Tower Hamlets **community and voluntary controlled** schools will be held and administered by the Pupil Services Team for all year groups and will be ordered in accordance with the published admission criteria. Parents/carers that approach community schools direct, that want to be added to a waiting list, will be required to complete **LA In-Year Application/Transfer Form**.
34. **Own admission authority schools** will maintain their own waiting lists. When a place can be offered, the school will provide the Pupil Services Team with the details of the child that they have determined as the next eligible child on the list in accordance with their published admission criteria. Where necessary, the child's current school will be notified of the offer by the Pupil Services Team and the child will transfer at the beginning of the next half-term.
35. Children who are subject of a direction by the local authority to admit or who are allocated to a school in accordance with the Fair Access Protocol must take precedence over those on a waiting list.

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PLANNED ADMISSION NUMBERS FOR SCHOOLS IN TOWER HAMLETS (2019/20)

| No | Nursery and Primary Schools | Catchment Area | Nursery Class/ Early Years Unit | Type of School and Age Range | Number of places (Published Admission Number) | |
|-----|--|----------------|------------------------------------|------------------------------|---|--|
| 1. | Alice Model Beaumont Grove, E1 4NQ | 1 | Yes | Nursery 3-5 | N/A | |
| 2. | Arnhem Wharf Arnhem Place, E14 3RP | 4 | Yes | Community 3-11 | 90 | |
| 3. | Bangabandhu Wessex Street E2 0LB | 1 | Yes | Community 3-11 | 60 | |
| 4. | Ben Jonson Harford Street E1 4PZ | 1 | No | Community 4-11 | 90 | |
| 5. | Bigland Green Bigland Street, E1 2ND | 5 | Yes | Community 3-11 | 60 | |
| 6. | Blue Gate Fields Infant King David Lane, E1 0EH | 5 | Yes | Community 3-7 | 90 | |
| 7. | Blue Gate Fields Junior King David Lane, E1 0EH | 5 | N/A | Community 7-11 | N/A | |
| 8. | Bonner (Bethnal Green) Stainsbury Street, E2 0NF | 1 | No | Community 4-11 | 60 | |
| 9. | Bonner (Mile End) Ropery Street, E3 4QE | 2 | Yes | Community 3-11 | 60 | |
| 10. | Bygrove Bygrove Street, E14 6DN | 3 | Yes | Community 3-11 | 30 | |
| 11. | Canary Wharf College East Ferry East Ferry Road, E14 3BA | N/A | No | Free 4-11 | 40 | |
| 12. | Canary Wharf College Glenworth Saunders Ness Road, E14 3EB | N/A | No | Free 4-11 | 40 | |

| No | Nursery and Primary Schools | Catchment Area | Nursery Class/ Early Years Unit | Type of School and Age Range | Number of places (Published Admission Number) | |
|-----|--|----------------|------------------------------------|------------------------------|---|---|
| 13. | Canon Barnett Gunthorpe Street, E1 7RQ | 5 | Yes | Community 3-11 | 45 | |
| 14. | Cayley Aston Street, E14 7NG | 1 | Yes | Community 3-11 | 90 | |
| 15. | Children's House Bruce Road, E3 3HL | 2 | Yes | Nursery 3-5 | N/A | |
| 16. | Chisenhale Chisenhale Road, E3 5QY | 2 | Yes | Community 3-11 | 45 | |
| 17. | Christ Church CE Brick Lane, E1 6PU | N/A | Yes | Voluntary 3-11 | 30 | |
| 18. | Columbia Columbia Road, E2 7RG | 6 | Yes | Community 3-11 | 60 | |
| 19. | Columbia Market Nursery Columbia Road, E2 7PG | 6 | Yes | Nursery 3-5 | N/A | |
| 20. | Cubitt Town Infants Manchester Road, E14 3NE | 4 | Yes | Community 3-7 | 90 | |
| 21. | Cubitt Town Juniors Manchester Road, E14 3NE | 4 | N/A | Community 7-11 | N/A | |
| 22. | Culloden Dee Street, E14 0PT | 3 | Yes | Academy 3-11 | 90 | # |
| 23. | Cyril Jackson Three Colt Street, E14 8HH | 3 | Yes | Community 3-11 | 60 | # |
| 24. | Elizabeth Selby Old Bethnal Green Road, E2 6PP | 6 | Yes | Community 3-7 | 75 | |
| 25. | English Martyrs RC St Mark Street, E1 8DJ | N/A | Yes | Voluntary 3-11 | 30 | |

| No | Nursery and Primary Schools | Catchment Area | Nursery Class/ Early Years Unit | Type of School and Age Range | Number of places (Published Admission Number) | |
|-----|--|----------------|------------------------------------|------------------------------|---|---|
| 26. | Globe Gawber Street, E2 0JH | 1 | Yes | Community 3-11 | 45 | # |
| 27. | Guardian Angels RC Whitman Road, E3 4RB | N/A | No | Voluntary 4-11 | 30 | |
| 28. | Hague Wilmot Street, E2 0BP | 6 | Yes | Community 3-11 | 30 | # |
| 29. | Halley Halley Street, E14 7SS | 1 | Yes | Community 3-11 | 30 | |
| 30. | Harbinger Cahir Street, E14 3QP | 4 | Yes | Community 3-11 | 45 | |
| 31. | Harry Gosling Fairclough Street, E1 1NT | 5 | Yes | Community 3-11 | 60 | |
| 32. | Harry Roberts Commodore Street, E1 4PF | 6 | Yes | Nursery 3-5 | N/A | |
| 33. | Hermitage Vaughan Way, E1W 2PT | 5 | Yes | Community 3-11 | 45 | |
| 34. | John Scurr Cephas Street, E1 4AX | 1 | Yes | Community 3-11 | 60 | |
| 35. | Kobi Nazrul Settles Street, E1 1JP | 6 | Yes | Community 3-11 | 30 | |
| 36. | Lansbury Lawrence Cordelia Street, E14 6DZ | 3 | Yes | Community 3-11 | 60 | |
| 37. | Lawdale Mansford Street, E2 6LS | 6 | N/A | Community 7-11 | N/A | |
| 38. | Malmesbury Coborn Street, E3 2AB | 2 | Yes | Community 3-11 | 75 | |
| 39. | Manorfield Wyvis Street, E14 6QD | 3 | Yes | Community 3-11 | 90 | |

| No | Nursery and Primary Schools | Catchment Area | Nursery Class/ Early Years Unit | Type of School and Age Range | Number of places (Published Admission Number) | |
|-----|---|----------------|------------------------------------|------------------------------|---|--|
| 40. | Marion Richardson Senrab Street, E1 0QF | 1 | Yes | Community 3-11 | 60 | |
| 41. | Marner Devas Street, E3 3LL | 3 | Yes | Community 3-11 | 90 | |
| 42. | Mayflower Upper North Street, E14 6DU | 3 | Yes | Community 3-11 | 45 | |
| 43. | Mowlem Mowlem Street, E2 9HE | 6 | Yes | Community 3-11 | 30 | |
| 44. | Old Church Walter Terrace, E1 0RJ | 1 | Yes | Nursery 3-5 | N/A | |
| 45. | Old Ford Wrights Road, E3 5LD | 2 | Yes | Academy 3-11 | 90 | |
| 46. | Old Palace St Leonards Street, E3 3BT | 2 | No | Community 4-11 | 60 | |
| 47. | Olga Lanfranc Road, E3 5DN | 2 | Yes | Community 3-11 | 90 | |
| 48. | Osmani Vallance Road, E1 5AD | 6 | Yes | Community 3-11 | 60 | |
| 49. | Our Lady & St Joseph Wades Place, E14 0DE | N/A | Yes | Voluntary 3-11 | 60 | |
| 50. | Rachel Keeling Morpeth Street, E2 0PS | 1 | Yes | Nursery 3-5 | N/A | |
| 51. | Redlands Redman's Road, E1 3AQ | 1 | Yes | Community 3-11 | 60 | |
| 52. | Seven Mills Malabar Street, E14 8LY | 4 | Yes | Community 3-11 | 30 | |
| 53. | Shapla Wellclose Square, E1 8HY | 5 | Yes | Community 3-11 | 30 | |

| No | Nursery and Primary Schools | Catchment Area | Nursery Class/ Early Years Unit | Type of School and Age Range | Number of places (Published Admission Number) | |
|-----|---|----------------|------------------------------------|------------------------------|---|--|
| 54. | Sir William Burrough Salmon Lane, E14 7PQ | N/A | Yes | Academy 3-11 | 45 | |
| 55. | Smithy Street Smithy Street, E1 3BW | 1 | Yes | Community 3-11 | 60 | |
| 56. | St Agnes RC Rainhill Way, E3 3ER | N/A | Yes | Voluntary 3-11 | 30 | |
| 57. | St Anne's RC Underwood Road, E1 5AW | N/A | Yes | Voluntary 3-11 | 45 | |
| 58. | St Edmund's RC Westferry Road, E14 3RS | N/A | Yes | Voluntary 3-11 | 30 | |
| 59. | St Elizabeth's RC Bonner Road, E2 9JY | N/A | Yes | Voluntary 3-11 | 60 | |
| 60. | St John's CE Peel Grove, E2 9LR | N/A | Yes | Voluntary 3-11 | 30 | |
| 61. | St Luke's CE Saunders Ness Road, E14 3EB | N/A | Yes | Voluntary 3-11 | 60 | |
| 62. | St Mary & St Michael RC Commercial Road, E1 0BD | N/A | Yes | Voluntary 3-11 | 60 | |
| 63. | St Matthias CE Bacon Street, E2 6DY | N/A | Yes | Voluntary 3-11 | 30 | |
| 64. | St Paul's CE Wellclose Square, E1 8HY | N/A | Yes | Voluntary 3-11 | 30 | |
| 65. | St Paul's Way Foundation Wallwood Street E14 7BW | N/A | No | Foundation Trust 4- 18 | 60 | |
| 66. | St Paul's With St Luke's CE Leopold Street, E3 4LA | N/A | Yes | Voluntary 3-11 | 30 | |

| No | Nursery and Primary Schools | Catchment Area | Nursery Class/ Early Years Unit | Type of School and Age Range | Number of places (Published Admission Number) | |
|-----|---|----------------|------------------------------------|------------------------------|---|--|
| 67. | St Peter's (London Docks) CE Garnet Street, E1W 3QT | N/A | Yes | Voluntary 3-11 | 30 | |
| 68. | St Saviours CE Chrisp Street, E14 6BB | N/A | Yes | Voluntary 3-11 | 30 | |
| 69. | Solebay Solebay Street, E1 4PW | 1 | No | Academy 4-11 | 50 | |
| 70. | Stebon Wallwood Street, E14 7AD | 3 | Yes | Community 3-11 | 90 | |
| 71. | Stepney Greencoat CE Norbiton Road, E14 7TF | N/A | No | Voluntary 4-11 | 30 | |
| 72. | Stewart Headlam Tapp Street, E1 5RE | 6 | Yes | Community 3-11 | 60 | |
| 73. | The Clara Grant Knapp Road, E3 4BU | 3 | Yes | Community 3-11 | 60 | |
| 74. | Thomas Buxton Buxton Street, E1 5AR | 6 | Yes | Community 3-11 | 60 | |
| 75. | Virginia Virginia Road, E2 7NQ | 6 | Yes | Community 3-11 | 30 | |
| 76. | Wellington Wellington Way, E3 4NE | 2 | Yes | Community 3-11 | 60 | |
| 77. | William Davis Cheshire Street, E2 6EU | 6 | Yes | Community 3-11 | 30 | |
| 78. | Woolmore Woolmore Street, E14 0EW | 3 | Yes | Community 3-11 | 90 | |

These schools have places reserved for hearing impaired children or those with speech and language SEN

| No. | Secondary Schools | Address | Post code | Type of School and Age Range | No. of Places (Published Admission Number) | |
|-----|---------------------------------|------------------------|-----------|-------------------------------------|---|---|
| 1. | Bishop Challoner Boys | Commercial Road | E1 0LB | Voluntary Aided 11- 18 | 120 | |
| 2. | Bishop Challoner Girls | Commercial Road | E1 0LB | Voluntary Aided 11 - 18 | 150 | |
| 3. | Bow School | Twelvetrees Crescent | E3 2QW | Community 11 - 19 | 270 | |
| 4. | Canary Wharf College 3 | East Ferry Road | E14 3BA | Free School 11 - 19 | 81 | |
| 5. | Central Foundation Girls | Bow Road | E3 2AE | Voluntary Aided 11 -19 | 240 | |
| 6. | George Green's | Manchester Road | E14 3DW | Voluntary Controlled 11-19 | 210 | |
| 7. | Green Spring Academy Shoreditch | Gosset Street | E2 6NW | Academy 11 - 19 | 180 | |
| 8. | Langdon Park | Bright Street | E14 0RZ | Community 11 - 19 | 180 | |
| 9. | Livingstone Academy | Commercial Road | E1 1LA | Free School 11 - 19 | 120 | |
| 10. | London Enterprise Academy | Commercial Road | E1 1LA | Free School 11 - 16 | 120 | |
| 11. | Morpeth School | Portman Place | E2 0PX | Community 11 - 18 | 240 | |
| 12. | Mulberry School for Girls | Richard Street | E1 2JP | Community 11-18 | 240 | |
| 13. | Mulberry UTC | Parnell Road | E3 2RU | University Technology College 14-19 | 100 | |
| 14. | Oaklands | Old Bethnal Green Road | E2 6PR | Community 11 - 18 | 130 | |
| 15. | Raine's Foundation | Approach Road | E2 9LY | Voluntary Aided 11 - 18 | 150 | |
| 16. | Sir John Cass's Foundation | Stepney Way | E1 0RH | Voluntary Aided 11 - 19 | 208 | |
| 17. | St Paul's Way Trust | St Paul's Way | E3 4FT | Foundation Trust 4 - 19 | 240 | # |
| 18. | Stepney Green | Ben Jonson Road | E1 4SD | Community 11 -18 | 180 | |
| 19. | Swanlea | Brady Street | E1 5DJ | Community 11 - 19 | 210 | |
| 20. | Wapping High School | Commercial Road | E1 2DA | Free School 11 - 16 | 84 | |

These schools have places reserved for hearing impaired children or those with speech and language SEN

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TOWER HAMLETS CHILDREN'S SERVICES

School Admission Arrangements Public Consultation Responses 2019/20



Version: 1.0
Date issued: 23rd January 2018
Prepared by: Pupil Services
Children's Services Directorate
Review Date: January 2019



1. Introduction

The Authority consults on its school admissions arrangements annually, to ensure that its arrangements continue to be fair and transparent and that as many parents as possible can obtain a place for their child at one of their preferred schools.

The consultation provided opportunity for respondents to comment on:

(A) Proposed admissions arrangements for Tower Hamlets community schools:

- Nursery School/Class
- Primary Schools
- Secondary Schools

(B) Proposed schemes for the co-ordination of admissions for:

- Reception Year of Primary School;
- Year 7 of Secondary School;
- Admissions outside of the normal points of entry ('In Year' admission)

(C) Proposed planned admission numbers for schools in Tower Hamlets;

Two significant changes were proposed. The first was a change to the admissions policy and oversubscription criteria for both Community Primary and Secondary Schools. This was whether or not the policies should include an additional oversubscription criterion that would give priority to children of staff in Tower Hamlets community schools. These are children whose parent is a member of staff who has been employed at the school for two or more years at the time of application or has been recruited to fill a vacancy for which there is a demonstrable skill shortage.

A further change was proposed to the coordinated scheme for in-year admissions and school transfers. Under existing arrangements school transfers are timetabled to take place at the start of the term or each half term. It was proposed to change the timetable whereby a child would transfer schools for the start of the term only. Thereby reducing the points in the school year when children can transfer schools from six to three.

The consultation period ran for six weeks from 1st November 2017 until 5th January 2018

2. Communication

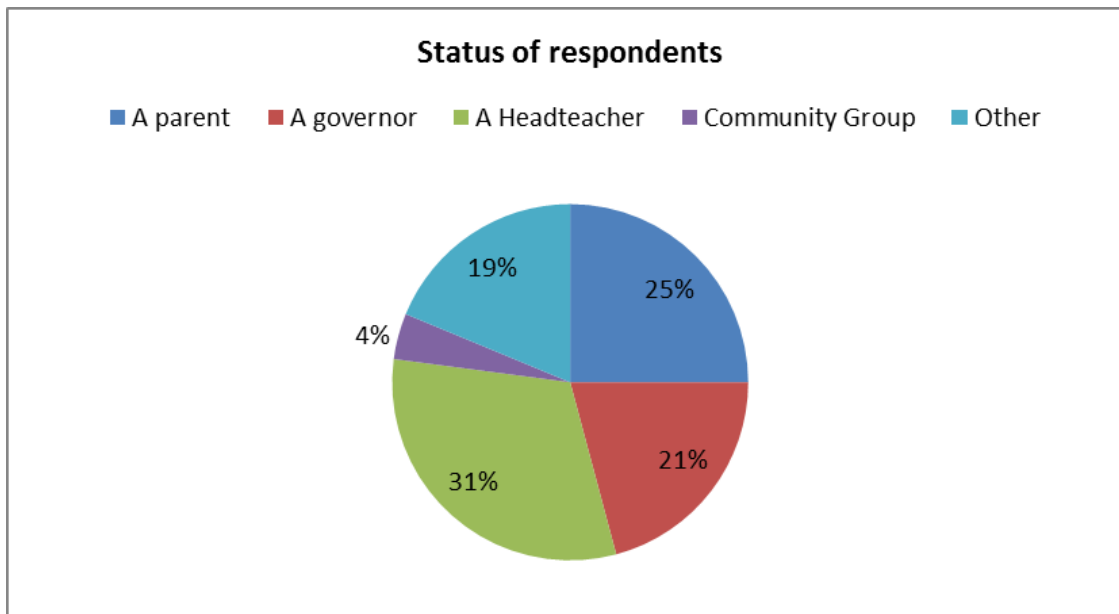
The table below includes the communication methods that were used to advertise and promote the consultation and its reach.

| Communication medium | Communication reach | Date actioned |
|--|--|----------------------|
| Email to all governors via Governor Services with information on consultation opportunity | All governors | November 2017 |
| Email to all neighbouring local authorities seeking their views | All neighbouring local authorities | November 2017 |
| Link on Tower Hamlets council website and intra-net to online consultation questionnaire to obtain wider reach | All local residents and businesses and staff employed by the council | November 2017 |
| Pupil Services staff advertise on email signatures | Borough and council wide reach | November 2017 |

| | | |
|--|--|----------------------------|
| Our East End Newspaper advert | Local residents and businesses | November 2017 |
| East London Advertiser Newspaper advert | Local and neighbouring borough residents and businesses | November 2017 |
| Janamot Bengali Newspaper advert | Wider community reach including hard to reach communities | November 2017 |
| Head Teachers Bulletin, Primary and Secondary Heads Consultative, direct email to all Tower Hamlets Headteachers | All head teachers employed by the local authority | November/December 2017 |
| Members bulletin and briefing note for Lead Member for Children's Services | All elected members asking for support to engage the local community | November 2017 |
| Admissions Forum – agenda item for discussion and response | Members of the Forum | October - December 2017 |
| Collective of Bangladeshi Governors | Governors | November 2017 |
| Tower Hamlets under 5's providers including Children's Centres, Playgroups and Nurseries | Email and letter | November 2017 |
| Parental Engagement Team and Parent Carers Council | Consultation and notification to parents | November 2017 |
| Councils social media accounts, scheduled releases on Facebook and Twitter | Wider reach | November and December 2017 |

3. Profile of respondents who submitted an online response

3.1 Status of respondents



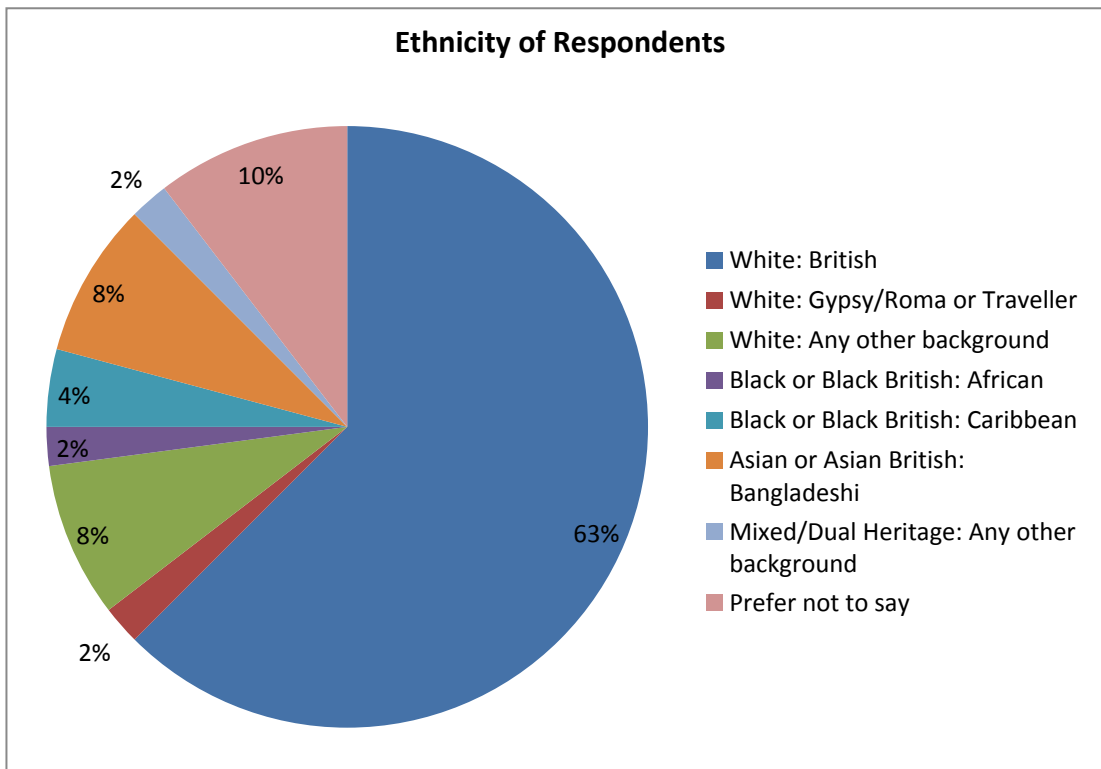
This year the consultation had a wider reach with more parents engaging in the consultation than in previous years and more responses overall.

3.2 Schools input

The Tower Hamlets school that took part in the consultation were: St Johns Primary, St Pauls Primary, Columbia Primary, Cayley Primary, Bangabandhu Primary, St Lukes Primary, Old Church Nursery, Osmani Primary, Harry Gosling Nursery, The Clara Grant Primary, Seven Mills Primary, Manorfield Primary, Halley Primary, Blue Gate Fields Infant, Chisenhale Primary, Bygrove Primary, Stebon Primary, Hague Primary, Cubitt Town Junior, St Paul with St Luke's Primary, Virginia Primary, Bow Secondary, George Greens Secondary

3.3 Ethnicity and Disability of respondents

Ethnicity of respondents



The respondents engaged includes representation from a range of community groups the White: British representing the largest group.

Other community groups engaged included:

- Asian or Asian British: Bangladeshi
- Black or Black British: African
- Black or Black British: Caribbean
- Mixed/Dual Heritage: Any other background
- White: Any other background
- White: Gypsy/Roma or Traveller

Disability

43 (89.58%) respondents said they were not disabled, 3 (6.25%) responded with Yes and 2 (4.17%) Prefer not to say.

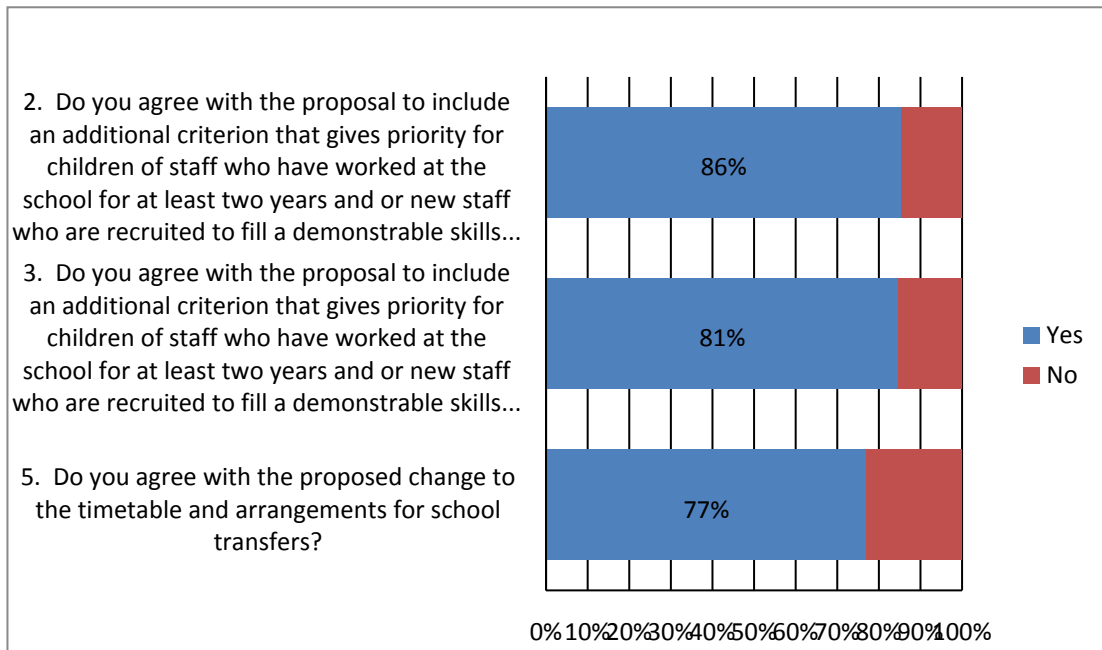
4. Results analysis

There were 48 responses to the questionnaire, completed via an online submission. The table below shows that overall there was a very positive response to the proposed arrangements with the majority of consultees in agreement.

There was a collective response from the Tower Hamlets Admissions Forum, group representative of key stakeholders including, parents, headteachers, diocesan bodies, Council of Mosques and community organisations. The Forum supported the arrangements and its comments are included in Section 6.

4.1 Analysis of online results

Responses to the three consultation questions in percentages



Responses to the three consultation questions in numbers

| Question | Yes | No |
|--|-----|----|
| 2. Do you agree with the proposal to include an additional criterion that gives priority for children of staff who have worked at the school for at least two years and or new staff who are recruited to fill a demonstrable skills shortage? | 41 | 7 |
| 3. Do you agree with the proposal to include an additional criterion that gives priority for children of staff who have worked at the school for at least two years and or new staff who are recruited to fill a demonstrable skills shortage? | 39 | 7 |
| 5. Do you agree with the proposed change to the timetable and arrangements for school transfers? | 37 | 11 |

5. Analysis of comments from the online questionnaire

Question One: Proposed Co-ordinated Schemes for Community Nursery School/Classes in 2019/20

Last year the Council agreed to establish a central system for the co-ordination of applications for admission to community nursery schools and classes for the school year 2019/20 – the consultation invited comments on the planned arrangements.

The majority of comments were positive about the change. Below is a selection of the comments received:

| | |
|----------------------------|--|
| <i>Local resident</i> | <i>I believe this will make the whole Nursery process smoother and efficient.</i> |
| <i>Community playgroup</i> | <i>I believe this will make the system easier for parents and stop schools for choosing which children they take into nursery</i> |
| <i>Head teacher</i> | <i>I think this is a good idea</i> |
| <i>Parent</i> | <i>This is a great development, as currently applying for a nursery place is something that parents do directly with the school and can apply (and be given) multiple places</i> |
| <i>Head teacher</i> | <i>This brings Nursery admissions in-line with all other admissions.</i> |
| <i>Head teacher</i> | <i>Having a central system for co-ordinated admissions has potential difficulties for parents who are new to the application process</i> |
| <i>Head teacher</i> | <i>I feel that this will make it harder for Nursery Schools to continue to respond to the needs of their communities as they currently can</i> |

Local Authority Response

The Authority considers that there will be a number benefits to a centrally co-ordinated nursery admissions system. These include:

- Providing parents with one source of information for all admissions stages;
- Enabling the Local Authority to forecast and plan for the number of children needing places in the reception year of primary school;
- Being more resource effective as it would help to create a pupil database ready for the reception year admission process;
- Providing better support for families in securing their free nursery entitlement and thus enabling the Local Authority to fully comply with its statutory duty;
- Providing better access to information on the demand for nursery places as well as improving the management and funding of these places;
- Identifying children entering maintained provision without any prior pre-school experience;
- Improving arrangements for the transfer of information for children with special educational needs, thus enabling schools to undertake the necessary planning to best meet their needs.

Question Two: Proposed Arrangements for Admissions to Community Primary Schools in 2019/20

Respondents were asked if they agreed with the proposal for the primary school oversubscription criteria to include an additional criterion that gives priority for children of staff who have worked at the school for at least two years and or new staff who are recruited to fill a demonstrable skills shortage.

The overwhelming majority of responses 41 (86%) were in favour of the proposal. 7 responses (14%) were not in favour. Below is a selection of the comments received:

| | |
|---------------------|---|
| <i>Head teacher</i> | <i>This will support the retention of teaching staff and it is an expression of confidence in the school by its staff.</i> |
| <i>Parent</i> | <i>As a teacher and a parent in Tower Hamlets, this concession would be a huge benefit and really help with recruitment and retention of teaching staff.</i> |
| <i>Parent</i> | <i>Can't have schools without staff. If staff can't find schools for their children you can't staff your schools.</i> |
| <i>Other</i> | <i>It makes possible to for staff to attend work, save time and avoid unnecessary child care arrangements both before and after work.</i> |
| <i>Governor</i> | <i>If we want to maintain quality teachers, allow their children a place in the school. It is hard recruiting and maintaining good staff</i> |
| <i>Teacher</i> | <i>I think it would help schools to attract and retain higher quality staff and therefore to compete fairly against schools who already have the ability to do this.</i> |
| <i>Head teacher</i> | <i>Easier for staff to come to work and have children nearer - rather than in another borough. Very difficult to recruit good staff anyway - any incentive would be good.</i> |
| <i>Head teacher</i> | <i>I am not always sure that it is positive for staff members' children to attend the school in which they work.</i> |
| <i>Parent</i> | <i>Ok but not if schools so oversubscribed that local children sent far away</i> |

Local authority response

The proposal will seek to improve staff recruitment and retention issues within Tower Hamlets community schools, which will enable them to compete in the current recruitment market, and through this, have a wider positive impact on the educational outcomes for Tower Hamlets' children and young people.

The Equality Impact Assessment, undertaken as part of the public consultation process, was robust and confirmed that the proposals would not have significant or detrimental impact on any of the protected groups of service users. All opportunities to promote equality and prevent discrimination have been taken.

Question Three: Proposed Arrangements for Admission to Community Secondary Schools in 2019/20?

Respondents were asked if they agreed with the proposal for the secondary school oversubscription criteria to include an additional criterion that gives priority for children of staff who have worked at the school for at least two years and or new staff who are recruited to fill a demonstrable skills shortage.

The overwhelming majority of responses 39 (81%) were in favour of the proposals. 7 responses (14%) were not in favour. Below is a selection of the comments received:

| | |
|---------------------|--|
| <i>A Governor</i> | <i>It would encourage teachers working outside the borough to apply to work in Tower Hamlets and would be very convenient for these teachers/parents</i> |
| <i>Head teacher</i> | <i>This will help with recruitment and retention of staff</i> |
| <i>Head teacher</i> | <i>Children of staff in secondary school are much more independent of the parents and usually take themselves to school.</i> |
| <i>Head teacher</i> | <i>What about when children of secondary teachers are primary age?</i> |
| <i>Other</i> | <i>It makes possible to for staff to attend work, save time and avoid unnecessary child care arrangements both before and after work.</i> |

Local Authority Response

The proposal will seek to improve staff recruitment and retention issues within Tower Hamlets community schools, which will enable them to compete in the current recruitment market, and through this, have a wider positive impact on the educational outcomes for Tower Hamlets' children and young people.

The Equality Impact Assessment that was undertaken as part of the public consultation process was robust and confirmed that the proposals would not have significant or detrimental impact on any of the protected groups of service users.

All opportunities to promote equality and prevent discrimination have been taken.

The criterion will only apply to the secondary school at which the eligible member of staff is employed. The member of staff would not be able to apply under this criterion to local primary schools.

Question Four: Proposed Co-ordinated Schemes for Reception and Year 7 in 2019/20

Together with the other London Boroughs Tower Hamlets has a well-established system to co-ordinate the arrangements to start primary school in the reception year and to transfer to Year 7 of secondary school. This is known as The Pan London Co-ordinated System - the consultation invited comments on the existing arrangements.

The overall majority of comments were positive. Below is a selection of the comments received.

| | |
|------------------------|---|
| <i>Local resident</i> | <i>This is a process that has been working well since its inception.</i> |
| <i>Head teacher</i> | <i>This is eminently sensible.</i> |
| <i>Community Group</i> | <i>This process makes admissions to reception and year 7 smoother for all involved</i> |
| <i>Parent</i> | <i>This makes the system of applying for schools in a neighbouring borough far more straight forward. Especially when you are applying for schools in more than one borough, as you will be able to do this whilst clearly giving your order of preference. It would also prevent an individual child being offered multiple places in different boroughs</i> |
| <i>Head teacher</i> | <i>This can have a negative effect on summer born children who transition to Reception immediately after turning 4. No other concerns.</i> |
| <i>Head teacher</i> | <i>It should explain that the parent can accept, accept and defer, or reject the offer of a place. It should make this option clear, and how long a proposed deferral can be.</i> |

Local Authority Response

The Pan- London Co-ordinated admission arrangements continue to be an effective means of ensuring that the vast majority of children starting primary school or transferring to secondary school are able to secure a school place at the earliest opportunity. The school preference success rates for children in Tower Hamlets remain positive and are still among the best in London.

Question Five: Proposed Co-ordinated Scheme for In-Year Admissions and Transfers in 2019/20

Respondents were asked if they agreed with the proposed change to the timetable and arrangements for school transfers.

The majority of responses 37 (77%) were in favour of the proposal. 11 responses (23%) were not in favour. Samples of the comments are noted here:

| | |
|--------------------------------|---|
| <i>Local resident</i> | <i>This will prevent unnecessary movement of children from one school to another</i> |
| <i>Head teacher</i> | <i>Changing each half term is disruptive to both the child and the school</i> |
| <i>Community playgroup</i> | <i>I believe this will cause less disruption to the pupils, teachers and schools.</i> |
| <i>School Business Manager</i> | <i>Not unreasonable as it makes exceptions for children with medical needs and difficult journeys.</i> |
| <i>Parent</i> | <i>I agree because it makes sense to minimise disruption for both the student being transferred and the schools involved. Must be flexible though, as in some situations it may be best for a child to be moved immediately. Probably needs case by case thought.</i> |
| <i>Head teacher</i> | <i>Too many points of transfer impacts negatively on the stable pupils in schools who are continually experiencing disruption as class dynamics have to adjust and staff need to assess new arrivals.</i> |
| <i>Head teacher</i> | <i>It would however be helpful to LIMIT the number of transfers for any single child in a given year to 2 - except in special circumstances. This would discourage school-hopping.</i> |
| <i>Parent</i> | <i>Many school places will be left empty for longer due to this change</i> |
| <i>Teacher</i> | <i>It would make the children miss schools for long a period, maybe a whole term. Will put strain on parents. As a teacher I think it will be harder on us as more children will be transferring at the same time being only 3 transfers a year</i> |

Local Authority Response

The proposal is to change the points at which a child could transfer school to the start of each new school term rather than each half term. Essentially, school transfers would now only take place in the September, January and April of the school year.

There is because there is considerable concern from school headteachers that school transfer every half term is too frequent and is causing unnecessary disruption to children's' education and their subsequent levels of attainment. This view is supported by the evidence from a previous national study and analysis on pupil mobility¹.

This new timetable will give the existing school time and opportunity to work with the family to resolve problems, particularly if a transfer is being sought because there has been a disagreement between the parents or child and the school. Exceptions will be made in cases where children are making an unreasonable journey to a

school or where there is an exceptional medical or social need for early transfer.

The Authority has already established a number of methods to enable parents to have better information about in-year school transfers, partly aimed at discouraging unnecessary moves, and to reinforce parents' responsibilities to keep schools and the Authority informed of planned moves. This further provision should enable a system that ensures that school transfers take place when appropriate and or necessary.

Question Six: Planned Admissions for Schools in Tower Hamlets in 2019/20
Reasons and comments

The Planned Admission Number (PAN) for each school in Tower Hamlets confirms the number of children that each school will admit to the reception (primary) or Year 7 (secondary) or Year 9 (UTC) in the school year 2019/20.

The PAN is based on the net capacity range of each school, or in some cases a higher figure. The overall majority of comments supported the PANs for Tower Hamlets Schools – a sample of comments are noted here:

| | |
|---------------------|--|
| <i>Parent</i> | <i>As long as these increases can be managed adequately within the current school building (no temporary classrooms), without losing valuable outdoor play space, without increasing class sizes and the workload of already overstretched teachers, then this should be considered.</i> |
| <i>Parent</i> | <i>The PAN should only be increased as an absolute last resort. New schools must be built to accommodate new residents in all these new tower blocks. Increasing class sizes is not acceptable.</i> |
| <i>Head teacher</i> | <i>I think flexibility should be used to reduce the PAN number of some recently expanded schools on a year by year basis.</i> |
| <i>Head teacher</i> | <i>I think the planned admission numbers should reflect the demand for places.</i> |

Local Authority Response

The Local Authority has a statutory duty under the Education Act 2006 to ensure that there are sufficient school places in Tower Hamlets. This includes securing diversity and increasing opportunity for parental choice when planning the provision of school places in its area.

This duty includes matching projected demand with supply, and determining whether this demand is either temporary or permanent. Based on this evidence, the Local Authority will sometimes request schools, which have the potential to expand, to admit additional pupils or add an additional form of entry on a temporary or permanent basis.

The Local Authority is committed to supporting, where possible, permanent expansions at existing 'good' or 'outstanding' schools. However, it will also commission places through the establishment of new schools when it is evident that the potential demand cannot be met by expansions within its existing provision. This would ordinarily be through the 'Free School Presumption' process:

<https://www.gov.uk/government/publications/establishing-a-new-school-free-school-presumption>.

6. Additional representation

Additional representation was received and this is detailed below:

| | |
|---------------------------------------|---|
| Tower Hamlets Admissions Forum | <p>1. Proposed Co-ordinated Schemes for Community Nursery Schools/Classes in 2019/20</p> <p>AF Response: No further comment from AF</p> <p>2. Do you agree with the proposal to include an additional criterion that gives priority for children of staff who have worked at the school for at least two years and or new staff who are recruited to fill a demonstrable skills shortage?</p> <p>AF Response: Yes</p> <ul style="list-style-type: none">• Two members were initially not in favour of this criterion but had now decided that it was in the best interests of schools who may be struggling to recruit and ultimately for parents and their children.• It was noted that this criterion would affect relatively few children, but in the event of a large numbers of applications the number of places could be capped according to the school's size and type.• As large numbers of own admission authority schools had introduced this criterion it was beneficial for all schools to also do so to ensure all were on a 'level playing field'. <p>3. Do you agree with the proposal to include an additional criterion that gives priority for children of staff who have worked at the school for at least two years and or new staff who are recruited to fill a demonstrable skills shortage?</p> <p>AF Response: Yes</p> <p>See above</p> <p>4. Proposed Co-ordinated schemes for Reception and Year 7 in 2019/20</p> <p>AF Response: No further comment from AF</p> <p>5. Do you agree with the proposed change to the timetable and arrangements for school transfers?</p> <p>AF Response: Yes</p> <ul style="list-style-type: none">• It was noted that moving children between schools causes disruption to the child's education and their eventual attainment, at a time when schools are struggling with limited resources to ensure the best outcomes for their pupils. This proposal would allow for more dialogue between schools and parents where there is disagreement, reducing the potential for children to change schools in 'heat of the moment'.- It was confirmed that early transfers would still be considered and take place under the following circumstances:<ul style="list-style-type: none">- where exceptional medical or social need was demonstrated;- where siblings were attending different schools- In circumstances where a family had moved house and were undertaking an unnecessarily long journey to the existing school.• Some members felt that any request for children to transfer schools was better actioned 'sooner rather than later' to avoid any lost school days. |
|---------------------------------------|---|

6. Do you wish to comment on the planned admission numbers for schools in Tower Hamlets?

AF Response: No comment, given that the planned numbers were sufficient to meet the anticipated demand.

Local authority response:

The Local Authority welcomes the advice and views from its School Admissions Forum, especially, given that it is representative of key stakeholders and has a role and remit to consider and promote a fair and effective schools admission system, which advances social equity and inclusion, ensuring that the interests of local parents and children come first.

TOWER HAMLETS CHILDREN'S SERVICES

Equality Impact Assessment School Admissions



Version: 1.0
Date issued: 23rd January 2018
Prepared by: Pupil Services
Children's Services Directorate
Review Date: January 2019



EQUALITY IMPACT ASSESSMENT

| | |
|--------------------------------------|--|
| Name of proposal | Priority for admission to children of school staff |
| Service area | Education and Partnerships |
| Officer completing assessment | Terry Bryan |
| Council Cabinet meeting date | 27 th February 2018 |
| Director | Debbie Jones |

Summary of Proposal

This equalities impact assessment is for the proposal to introduce an additional criterion in the oversubscription criteria for Tower Hamlets Community Schools. A criterion that will give priority to children of staff employed at Tower Hamlets primary and secondary community schools as well as academy schools that have chosen to adopt the Local Authority's admission policy. The full definition of the criterion being *'Children whose parent is a member of staff who has been employed at the school for two or more years at the time of application or has been recruited to fill a vacancy for which there is a demonstrable skill shortage.'*

The key stakeholders are staff in Tower Hamlets schools that are parents or carers and wish to apply for a place for their child in the school at which they are employed. Additional stakeholders are other parents and carers who wish to apply for school places for their children in a Tower Hamlets community primary or secondary school and who could potentially lose a place to a member of staff instead.

Tower Hamlets schools are continuing to experience significant challenges in recruiting and retaining staff. Following consideration of this issue by the Tower Hamlets School Admission Forum - a group representative of parents, headteachers and community organisations; it was agreed to consult on the addition of an oversubscription criterion which would give priority to children of staff in Tower Hamlets community primary and secondary schools. A statutory consultation was undertaken from 1 November 2017 to 5 January 2018, as part of the admission arrangements consultation for 2019/20.

Data Used to Inform Equalities Impact Assessment

| Protected Group | Service Users | Staff |
|-----------------------------------|-------------------------------------|--|
| Sex | School Census (Summer 2017) | Data from school workforce survey 2017 – SFR25. Data on percentage of school staff who are Male |
| Gender Reassignment | No national or local collected data | No national or local collected data |
| Age | School Census (Summer 2017) | Data from school workforce survey 2017 – SFR25. Data on percentage of school staff who are Male |
| Disability | School Census (Summer 2017) | No relevant data |
| Race and Ethnicity | School Census (Spring 2017) | Data from school workforce survey 2017 – SFR25. Data on percentage of school staff who are classified as BAME. |
| Sexual Orientation | No data available | There is no data on sexual orientation from school workforce survey (2016). |
| Religion or Belief (or No Belief) | 2011 Census | 2011 Census |
| Pregnancy or Maternity | 2011 Census | 2011 Census |
| Marriage and Civil Partnership | 2011 Census | |

Key Findings

An analysis of the equalities data gathered on protected groups suggested the probability that this proposal could benefit parent(s) and carer(s) of White British ethnic origin pupils to the detriment of parent(s) and carer(s) of other ethnic groups. This is because the highest proportion of staff at Tower Hamlets community schools are of White British ethnic origin. However, the wider impact on the borough's demographic profile is likely to be negligible as research from other London boroughs (London borough of Enfield and London borough of Havering) who have adopted children of staff criterion in their community schools' oversubscription criteria shows that, for both 2016 and 2017, fewer than 1% of places were offered under this criterion.

The proposal will seek to improve staff recruitment and retention issues within Tower Hamlets community schools, which will have a wider positive impact on the educational outcomes for Tower Hamlets' children and young people. The change to the eligibility criteria may affect a small minority of children living in close proximity to their preferred school; however there are wider benefits to the staffing recruitment and retention strategy. To limit the potential for any adverse impact the policy will include a cap on the number of places that can be offered under the staff criterion, for both the year of entry and across the whole school.

1. Sex

Service users (primary and secondary age children by gender)

| Gender | Primary (R – Y6) | Secondary (Y7 – Y11) | Grand Total | Primary % | Secondary % | Grand Total % |
|--------------------|------------------|----------------------|--------------|-------------|-------------|---------------|
| Female | 10439 | 5603 | 16042 | 48.8% | 52.8% | 50.1% |
| Male | 10938 | 5017 | 15955 | 51.2% | 47.2% | 49.9% |
| Grand Total | 21377 | 10620 | 31997 | 100% | 100% | 100% |

Source: School Census Summer 2017

There are slightly more males than females in Tower Hamlets primary schools, and slightly more females than males in Tower Hamlets secondary schools.

| | All teachers who are male (%) | All teaching assistants who are male (%) | All Non-classroom Based School Support Staff who are Male (%) | Auxiliary Staff who Are Male (%) |
|---------------|-------------------------------|--|---|----------------------------------|
| Tower Hamlets | 29.1% | 15.5% | 24.8% | 13.8% |

Source: SFR25 2017

The majority of Tower Hamlets school staff are female, and this is reflected in each staff category. The greatest imbalance in staff by gender is with the auxiliary staff, of which only 13.8% are male. However it is recognised that women are much more likely to experience inequality, one example being issues with access to childcare.

2. Gender Reassignment

There is no national or local collected data on gender reassignment.

3. Age

Service users (primary and secondary children by age)

| Year | Primary | Secondary | Grand Total |
|--------------------|---------------|---------------|---------------|
| Reception | 3,539 | | |
| Year 1 | 3,398 | | |
| Year 2 | 3,403 | | |
| Year 3 | 3,310 | | |
| Year 4 | 3,367 | | |
| Year 5 | 3,240 | | |
| Year 6 | 3,213 | | |
| Year 7 | | 2,894 | |
| Year 8 | | 2,981 | |
| Year 9 | | 2,890 | |
| Year 10 | | 2,761 | |
| Year 11 | | 2,668 | |
| Grand Total | 23,470 | 14,194 | 37,664 |

Source: School Census Summer 2017

There are more pupils in primary schools than in secondary schools (23,470 and 14,164 respectively). The number of pupils in secondary schools is expected to increase over the coming years as the earlier increase in primary numbers works its way through.

4. SEN Disability

Service users: total number of Children & Young People with statements or plans maintained by Tower Hamlets

| Year | Education, Health and Care Plans |
|--------------------|----------------------------------|
| N1 | 12 |
| N2 | 52 |
| Reception | 108 |
| Year 1 | 122 |
| Year 2 | 171 |
| Year 3 | 173 |
| Year 4 | 170 |
| Year 5 | 171 |
| Year 6 | 160 |
| Year 7 | 151 |
| Year 8 | 146 |
| Year 9 | 176 |
| Year 10 | 153 |
| Year 11 | 139 |
| Year 12 | 110 |
| Year 13 | 99 |
| Year 14 | 67 |
| Grand Total | 2180 |

Source: School Census Spring 2017

Tower Hamlets has a range of children with special educational needs and disabilities (SEND). These children will continue to be given the highest priority so they will not be impacted by this new criterion. We do not have data on pupils with less complex disabilities who do not qualify under the SEND criteria.

5. Race and ethnicity

Service users: Ethnic composition (all groups) of Tower Hamlets school population as at Spring 2017:

| | Primary | | Secondary | | Grand Total | |
|------------------------------|--------------|------------|--------------|------------|--------------|-------------|
| | No | % | No | % | No | % |
| Bangladeshi | 13056 | 61 | 7694 | 66.8 | 20750 | 63 |
| Black African Somali | 835 | 3.9 | 358 | 3.1 | 1193 | 3.6 |
| Black Caribbean | 259 | 1.2 | 263 | 2.3 | 522 | 1.6 |
| Black Other | 189 | 0.8 | 95 | 0.8 | 284 | 0.9 |
| Chinese | 124 | 0.6 | 30 | 0.3 | 154 | 0.5 |
| Information not yet obtained | 89 | 0.4 | 57 | 0.5 | 146 | 0.4 |
| Kurdish | 20 | 0.1 | 1 | 0.008 | 21 | 0.1 |
| Mixed Ethnicity | 1429 | 6.7 | 528 | 4.6 | 1957 | 6 |
| Other Asian | 622 | 2.9 | 249 | 2.2 | 871 | 2.6 |
| Other Black African | 867 | 4.1 | 579 | 5 | 1446 | 4.4 |
| Other Ethnic Group | 657 | 3.1 | 257 | 2.2 | 914 | 2.8 |
| Other White | 1683 | 7.9 | 616 | 5.3 | 2299 | 7 |
| Refused | 3 | 0.01 | 20 | 0.2 | 23 | 0.07 |
| Turkish | 78 | 0.4 | 44 | 0.4 | 122 | 0.4 |
| White British | 1487 | 6.9 | 730 | 6.3 | 2217 | 6.7 |
| Grand Total | 21398 | 100 | 11521 | 100 | 32919 | 100 |

Source: School Census Spring 2017

Service users: the majority of Tower Hamlets primary and secondary school pupils are from a BAME background. 6.9% of primary school pupils and 6.3% of secondary school pupils are White British.

Staff: here is the broad ethnic composition of Tower Hamlets teachers, teaching assistants, non-classroom based school support staff and auxiliary staff

| Tower Hamlets | |
|---|-------|
| All Teachers from Minority Ethnic Groups (i.e. Non-white British) (%) | 48% |
| All Teaching Assistants from Minority Ethnic Groups (i.e. Non-white British) (%) | 66.7% |
| All Non-classroom Based School Support Staff from Minority Ethnic Groups (i.e. Non-white British) (%) | 54.6% |
| Auxiliary Staff from Minority Ethnic Groups (i.e. Non-white British) (%) | 62.8% |

Source: SFR25 2017

The staff ethnicity data shows the broad composition of ethnicities among classroom and non-classroom staff in Tower Hamlets schools. In three of the four groups, a majority of staff are BAME (except BAME Teachers, who represent 48% of the overall Tower Hamlets teacher population).

6. Sexual orientation

We do not hold ward or borough level data on sexual orientation, and it's not collected nationally through the Census.

7. Religion or belief (or no belief)

| | Tower Hamlets (%) | England & Wales (%) |
|---------------------|-------------------|---------------------|
| All persons | 100 | 100 |
| Muslim | 38 | 4.9 |
| Christian | 29.8 | 59.3 |
| Religion not stated | 6.9 | 7.1 |
| Hindu | 1.8 | 1.5 |
| Buddhist | 1 | 0.4 |
| Jewish | 0.6 | 0.5 |

Source: Census 2011 (Revised data issued by ONS for Tower Hamlets on 26.02.15)

Tower Hamlets has a high proportion of pupils who are of Muslim faith. The proportion of Tower Hamlets pupils of Christian faith is almost half the proportion for England and Wales.

8. Pregnancy and maternity

We do not hold ward or borough level data on pregnancy and/or maternity.

9. Marriage and Civil Partnership

| | All categories: Marital and/or civil partnership status | Single (never married or never registered a same-sex civil partnership) | Separated (but still legally married or still legally in a same-sex civil partnership) | Divorced or formerly in a same-sex civil partnership which is now legally dissolved |
|---------------|---|---|--|---|
| Tower Hamlets | 52.5% | 44.7% | 1.0% | 1.8% |
| London | 58.5% | 38% | 0.9% | 2.6% |

Source: Census 2011 - All categories: Position in communal establishment by sex by age 16 and over

The proportion of married people (both married and/or in civil partnerships) in Tower Hamlets is lower than the London average.

10. Average Distances Travelled to School

Average distance Tower Hamlets pupils travelled to a Primary school by catchment area:

| Catchment Area | Average Distance 2016 (m) | Average Distance 2017 (m) |
|------------------------|---------------------------|---------------------------|
| Area 1 (Stepney) | 618 | 627 |
| Area 2 (Bow) | 882 | 802 |
| Area 3 (Poplar) | 777 | 792 |
| Area 4 (Isle of Dogs) | 839 | 879 |
| Area 5 (Wapping) | 566 | 598 |
| Area 6 (Bethnal Green) | 536 | 575 |

Source: cohort of offers made for reception admission 2017

In 2017 Tower Hamlets pupils travelled an average of 712m to a primary school in their catchment area, which is slightly more than the average distance travelled in 2016 (703m).

In 2017, the area in which the greatest distance travelled to a primary school was the Isle of Dogs (879m), and the area in which the shortest distance travelled was Bethnal Green (575m).

Average distance Tower Hamlets pupils travel to a secondary school:

| Name of school | Average Distance 2016 (m) | Average Distance 2017 (m) |
|--|---------------------------|---------------------------|
| Bishop Challoner Catholic Federation Boys' School | 2350 | 2364 |
| Bishop Challoner Catholic Federation Girls' School | 2560 | 2282 |
| Bow School | 1435 | 1547 |
| Canary Wharf College 3 Secondary | 1611 | 874 |
| Central Foundation Girls School | 1472 | 1455 |
| George Green's School | 2078 | 2045 |
| Green Spring Academy Shoreditch | 1685 | 1468 |
| Langdon Park School | 935 | 1001 |
| London Enterprise Academy | 1897 | 2385 |
| Morpeth School | 1015 | 972 |
| Mulberry School for Girls | 1062 | 1145 |
| Oaklands School | 1155 | 1097 |
| Raine's Foundation School | 1972 | 2208 |
| Sir John Cass | 1012 | 988 |
| St Paul's Way Trust School | 791 | 914 |
| Stepney Green Mathematics and Computing College | 1555 | 1457 |
| Swanlea School | 1549 | 1567 |
| Wapping High School | 1920 | 1793 |

Source: cohort of offers made for secondary admission 2017

In 2017 Tower Hamlets pupils travelled an average of 1531m to a secondary school, which is slightly less than the average distance travelled in 2016 (1559m).

In the case of both Tower Hamlets primary and secondary schools, the change to the eligibility criteria may affect a small minority of children living in close proximity to their preferred school, however the number of pupils likely to be affected is expected to be negligible.

Key findings from the Public Consultation

We received positive feedback from the public consultation in relation to the proposal.

85.4% of the respondents were in favour of the proposal for primary schools and 81.2% in favour of the proposal for secondary schools. Of the parents who took part in the consultation, 83.3% were in favour of the proposal.

The respondents were made up of the following groups (% of total respondents):

- School governor (21%)
- School Headteacher (31%)
- Parent (25%)
- Community group (4%)
- Other e.g. local resident (19%)

The following is a breakdown of the respondents who were in favour of the proposal:

| | |
|---------------------------|-------|
| School governor | 80.0% |
| School Headteacher | 93.3% |
| Parent | 83.3% |
| Community Group | 50.0% |
| Other e.g. local resident | 88.9% |

Below is a breakdown of each respondent group by sex / gender reassignment / age / disability / race and ethnicity / sexual orientation / religion or belief / pregnancy and maternity / relationship status:

1. Sex

| Sex | Governor | Headteacher | Parent | Community Group | Other | Total |
|-------------------|----------|-------------|--------|-----------------|-------|-------|
| Female | 70.0% | 73.3% | 66.7% | 100.0% | 44.4% | 66.7% |
| Male | 30.0% | 26.7% | 25.0% | 0.0% | 44.4% | 29.2% |
| Prefer not to say | 0.0% | 0.0% | 8.3% | 0.0% | 11.1% | 4.2% |
| Grand Total | 100% | 100% | 100% | 100% | 100% | 100% |

2. Gender reassignment

| Gender reassignment | Governor | Headteacher | Parent | Community Group | Other | Total |
|---------------------|----------|-------------|--------|-----------------|-------|-------|
| Prefer not to say | 0.0% | 6.7% | 8.3% | 0.0% | 11.1% | 6.3% |
| Yes | 100.0% | 93.3% | 91.7% | 100.0% | 88.9% | 93.8% |
| Grand Total | 100% | 100% | 100% | 100% | 100% | 100% |

3. Age

| Age | Governor | Headteacher | Parent | Community Group | Other | Total |
|-------------------|----------|-------------|--------|-----------------|-------|-------|
| 25-34 | 30.0% | 0.0% | 8.3% | 50.0% | 33.3% | 16.7% |
| 35-44 | 30.0% | 20.0% | 58.3% | 50.0% | 22.2% | 33.3% |
| 45-54 | 40.0% | 40.0% | 25.0% | 0.0% | 22.2% | 31.3% |
| 55-64 | 0.0% | 26.7% | 0.0% | 0.0% | 22.2% | 12.5% |
| Prefer not to say | 0.0% | 13.3% | 8.3% | 0.0% | 0.0% | 6.3% |
| Grand Total | 100% | 100% | 100% | 100% | 100% | 100% |

4. Disability

| Disability | Governor | Headteacher | Parent | Community Group | Other | Total |
|-------------------|----------|-------------|--------|-----------------|--------|-------|
| No | 80.0% | 100.0% | 75.0% | 100.0% | 100.0% | 89.6% |
| Prefer not to say | 0.0% | 0.0% | 16.7% | 0.0% | 0.0% | 4.2% |
| Yes | 20.0% | 0.0% | 8.3% | 0.0% | 0.0% | 6.3% |
| Grand Total | 100% | 100% | 100% | 100% | 100% | 100% |

5. Race and ethnicity

| Race and Ethnicity | Governor | Headteacher | Parent | Community Group | Other | Grand Total |
|---|----------|-------------|--------|-----------------|-------|-------------|
| Asian or Asian British: Bangladeshi | 0.0% | 0.0% | 0.0% | 50.0% | 33.3% | 8.3% |
| Black or Black British: African | 0.0% | 6.7% | 0.0% | 0.0% | 0.0% | 2.1% |
| Black or Black British: Caribbean | 10.0% | 0.0% | 0.0% | 0.0% | 11.1% | 4.2% |
| Mixed/Dual Heritage: Any other background | 10.0% | 0.0% | 0.0% | 0.0% | 0.0% | 2.1% |
| Prefer not to say | 10.0% | 0.0% | 25.0% | 0.0% | 11.1% | 10.4% |
| White: Any other background | 20.0% | 0.0% | 16.7% | 0.0% | 0.0% | 8.3% |
| White: British | 50.0% | 86.7% | 58.3% | 50.0% | 44.4% | 62.5% |
| White: Gypsy/Roma or Traveller | 0.0% | 6.7% | 0.0% | 0.0% | 0.0% | 2.1% |
| Grand Total | 100% | 100% | 100% | 100% | 100% | 100% |

6. Sexual orientation

| Sexual orientation | Governor | Headteacher | Parent | Community Group | Other | Total |
|--------------------------|----------|-------------|--------|-----------------|-------|-------|
| Bisexual | 10.0% | 0.0% | 0.0% | 0.0% | 0.0% | 2.1% |
| Heterosexual (Straight) | 90.0% | 93.3% | 58.3% | 50.0% | 88.9% | 81.3% |
| Homosexual (Lesbian/Gay) | 0.0% | 0.0% | 8.3% | 0.0% | 0.0% | 2.1% |
| Prefer not to say | 0.0% | 6.7% | 33.3% | 50.0% | 11.1% | 14.6% |
| Grand Total | 100% | 100% | 100% | 100% | 100% | 100% |

7. Religion or belief system

| Religion or belief system | Governor | Headteacher | Parent | Community Group | Other | Total |
|---------------------------|----------|-------------|--------|-----------------|-------|-------|
| Agnostic | 0.0% | 0.0% | 0.0% | 0.0% | 11.1% | 2.1% |
| Christian | 50.0% | 53.3% | 25.0% | 0.0% | 22.2% | 37.5% |
| Jewish | 10.0% | 0.0% | 0.0% | 0.0% | 0.0% | 2.1% |
| Muslim | 0.0% | 0.0% | 16.7% | 0.0% | 33.3% | 10.4% |
| No Religion | 30.0% | 33.3% | 33.3% | 50.0% | 22.2% | 31.3% |
| Other | 0.0% | 6.7% | 0.0% | 0.0% | 0.0% | 2.1% |
| Prefer not to say | 10.0% | 6.7% | 25.0% | 50.0% | 11.1% | 14.6% |
| Grand Total | 100% | 100% | 100% | 100% | 100% | 100% |

8. Pregnancy and maternity

| Pregnant or currently breastfeeding | Governor | Headteacher | Parent | Community Group | Other | Total |
|-------------------------------------|----------|-------------|--------|-----------------|-------|-------|
| No | 100.0% | 86.7% | 83.3% | 50.0% | 88.9% | 87.5% |
| Prefer not to say | 0.0% | 13.3% | 16.7% | 0.0% | 11.1% | 10.4% |
| Yes | 0.0% | 0.0% | 0.0% | 50.0% | 0.0% | 2.1% |
| Grand Total | 100% | 100% | 100% | 100% | 100% | 100% |

9. Marriage and Civil Partnership

| Relationship status | Governor | Headteacher | Parent | Community Group | Other | Total |
|---------------------|----------|-------------|--------|-----------------|-------|-------|
| Co-habiting | 50.0% | 6.7% | 8.3% | 0.0% | 11.1% | 16.7% |
| Married | 20.0% | 73.3% | 66.7% | 50.0% | 33.3% | 52.1% |
| Prefer not to say | 0.0% | 6.7% | 25.0% | 0.0% | 22.2% | 12.5% |
| Single | 30.0% | 13.3% | 0.0% | 50.0% | 33.3% | 18.8% |
| Grand Total | 100% | 100% | 100% | 100% | 100% | 100% |

Likely impact of the proposal on groups of service users and/or staff that share the protected characteristics

The outcome of the proposal is that a number of children of staff may obtain a school place ahead of children whose parent(s)/carer(s) are not staff at a Tower Hamlets school. The likely impact this will have on groups of service users and/or staff that share the protected characteristics is outlined below:

1. Sex

| | |
|----------------|-----|
| Positive | Yes |
| Negative | |
| Neutral Impact | |
| Unknown Impact | |

There is no data to suggest that the sex of children benefitting from a school place will be anything other than an equal split between male and female.

Women make up a higher proportion of teaching and support staff and are more likely to take on caring duties, or be the head of single parent households. This proposal will benefit them without causing a significant shortage of places for local children.

2. Gender reassignment

| | |
|----------------|-----|
| Positive | |
| Negative | |
| Neutral Impact | Yes |
| Unknown Impact | |

The main impact of this proposal is that a number of children of staff may obtain a school place ahead of a child whose parent(s) or carers(s) are not staff at a Tower Hamlets school. There is no reason to believe that this will have any detrimental impact on the protected group of gender reassignment, either for pupils or parents/carers.

3. Age

| | |
|----------------|-----|
| Positive | |
| Negative | |
| Neutral Impact | Yes |
| Unknown Impact | |

There is no data to suggest that the children benefitting from a school place as a result of this proposal will be anything other split equally between existing years of entry.

4. Disability

| | |
|----------------|-----|
| Positive | |
| Negative | |
| Neutral Impact | Yes |
| Unknown Impact | |

There is no data to suggest that the small number of staff children that will benefit from this proposal will be any more or less likely than the rest of the local population to have SEN / disabilities.

While we have a range of children with disabilities, in meeting their needs, social and medical considerations are given greater priority over the new criterion, so these children will not be impacted by this decision. We do not have data on pupils with less complex disabilities who do not qualify for this criterion.

5. Race and ethnicity

| | |
|----------------|-----|
| Positive | |
| Negative | |
| Neutral Impact | Yes |
| Unknown Impact | |

Based on the ethnic data gathered for pupils and staff, there is a likelihood that this proposal could benefit parent(s) and carer(s) of White British ethnic origin pupils to the detriment of parent(s) and carer(s) of other ethnic groups. This is because a higher proportion of staff at Tower Hamlets community schools are of White British ethnic origin. However, the wider impact on the borough's demographic profile is likely to be negligible as research from other London boroughs (London borough of Enfield and London borough of Havering) who have adopted children of staff criterion in their community schools' oversubscription criteria shows that, for both 2016 and 2017, fewer than 1 per cent of places were made under this criterion.

Assuming that between 0.5% and 1% of offers are made to children of staff at oversubscribed primary schools in Tower Hamlets, this would only affect between 8 to 16 pupils. This is based on a cohort of 1,535 offers which were made for children at oversubscribed community primary schools in September 2017.

In addition, Tower Hamlets is proposing to introduce the children of staff criterion across all staff employed at Tower Hamlets community schools for two years or more, including teaching assistants and non-teaching staff. Although a higher proportion of teachers at Tower Hamlets schools are of White British ethnic origin (52%), the majority of teaching assistants and non-teaching staff are from a Black, Asian or Minority Ethnic (BAME) background. It is therefore expected that a significant proportion of the 0.5% - 1% of places that are likely to be offered under to children who are from a BAME.

6. Sexual orientation

| | |
|----------------|-----|
| Positive | |
| Negative | |
| Neutral Impact | |
| Unknown Impact | Yes |

We do not hold ward or borough level data on sexual orientation, and it's not collected nationally through the Census.

7. Religion or belief (or no belief)

| | |
|----------------|-----|
| Positive | |
| Negative | |
| Neutral Impact | Yes |
| Unknown Impact | |

There is no evidence to suggest that the small number of staff children that will benefit from this proposal will belong to any particular faith or none.

8. Pregnancy and maternity

| | |
|----------------|-----|
| Positive | |
| Negative | |
| Neutral Impact | |
| Unknown Impact | Yes |

We do not hold ward or borough level data on pregnancy and/or maternity.

9. Marriage and Civil Partnership

| | |
|----------------|-----|
| Positive | |
| Negative | |
| Neutral Impact | |
| Unknown Impact | Yes |

There is no data to suggest that this proposal will have any detrimental impact on this protected group.

Outline of overall impact of the policy

The impact of this policy is likely to be negligible as research from other London boroughs (London borough of Enfield and London borough of Havering) who have adopted children of staff criterion in their community schools' oversubscription criteria shows that, for both 2016 and 2017, fewer than 1% of places were made under this criterion.

Assuming that between 0.5% and 1% of offers are made to children of staff at oversubscribed primary schools in Tower Hamlets, this would only affect between 8 to 16 pupils. This is based on a cohort of 1,535 offers which were made at oversubscribed community primary schools in September 2017.

Tower Hamlets is proposing to introduce the children of staff criterion across all staff employed at Tower Hamlets community schools for two years or more, including teaching assistants and non-teaching staff. Although a higher proportion of teachers at Tower Hamlets schools are of White British ethnic origin (52%), the majority of teaching assistants and non-teaching staff are from a BAME background. It is therefore expected that a proportion of the 0.5% - 1% of places that are likely to be offered under this proposal will go to children who are BAME.


The proposal may affect a small minority of children who live within close proximity to their preferred school. To limit the potential for any adverse impact the policy will include a cap on the number of places that can be offered under the staff criterion, for both the year of entry and across the whole school.

This proposal is therefore not expected to have a detrimental impact on any protected group.

Conclusion

This Equality Impact Assessment shows that the proposal to introduce a children of staff criterion for admission to Tower Hamlets community primary and secondary schools is unlikely to have a discriminatory or detrimental impact on any protected groups of service users. All opportunities to promote equality and prevent discrimination have been taken.

The proposal will seek to improve staff recruitment and retention issues within Tower Hamlets community schools, which will enable them to compete in the current recruitment market, and through this, have a wider positive impact on the educational outcomes for Tower Hamlets' children and young people.

| | |
|---|---|
| <p>Cabinet</p> <p>27 February 2018</p> |  <p>TOWER HAMLETS</p> |
| <p>Report of: Ann Sutcliffe, Acting Corporate Director, Place</p> | <p>Classification: Unrestricted</p> |
| <p>The Infrastructure Delivery Framework: Report to Cabinet recommending the approval of the allocation of CIL and S106 funding and approval for the adoption of a capital budget in respect of the following projects:</p> <ul style="list-style-type: none"> • ‘Unlocking Opportunities’ Funding PID • The London Square PID | |

| | |
|-------------------------------|---|
| Lead Member(s) | <p><u>Covering Cabinet Report</u> Councillor Rachel Blake, Cabinet Member for Strategic Development</p> <p><u>‘Unlocking Opportunities’ Funding Project Initiation Document</u> Councillor Peck, Cabinet Member for Work & Economic Growth</p> <p><u>The London Square Project Initiation Document</u> Councillor David Edgar, Cabinet Member for Resources</p> |
| Originating Officer(s) | <p><u>Covering Cabinet Report</u> Owen Whalley, Divisional Director, Planning and Building Control, Place Directorate</p> <p><u>‘Unlocking Opportunities’ Funding Project Initiation Document</u> Sarah Randall, Sub Regional Partnerships Coordinator, Employment & Enterprise Michael Cunningham, Interim Economic Programmes and Employment Manager, Employment & Enterprise</p> <p><u>The London Square Project Initiation Document</u> Naznin Chowdhury, Civic Centre Project Manager, Corporate Property and Capital Delivery</p> |
| Wards affected | All wards |
| Key Decision? | Yes |
| Community Plan Theme | <p>A great place to live;</p> <p>A fair and prosperous community;</p> <p>A safe and cohesive community;</p> <p>A healthy and supportive community.</p> |

1. **EXECUTIVE SUMMARY**

1.1 This document has been formed in order to seek approval from the Mayor in Cabinet for:

1. The allocation of £1,005,311 in Section 106 (S106) funding to the proposals set out in the ‘*Unlocking Opportunities’ Funding*’ Project Initiation Document (PID), which is attached to this Cabinet report at Appendix A.
2. The allocation of £1,486,800 in CIL funding to the proposals set out in the “*The London Square*” 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) **‘Unlocking Opportunities’ Funding Project:**

This PID aims to secure £1,005,311 in S106 funding so that the programme, Work Path, can continue to reduce barriers to employment and support residents into work placements.

b) **London Square Project:**

This PID seeks approval to allocate £1,486,800 of CIL funding to the London Square. The London Square is a new open space for public enjoyment, recreation and community events.

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 | |
| ‘Unlocking Opportunities’ Funding Project | £1,005,311 | £1,005,311 | - | Revenue |
| London Square Project | £1,486,800 | - | £1,486,800 | Capital |
| Total | £2,492,111 | £1,005,311 | £1,486,800 | |

Table 2: Adoption of Capital Budget > Requested Amount

| Project Title | Amounts | |
|---|-------------------|---|
| | Overall Request | Adoption of Capital Budget > Request Amount |
| 'Unlocking Opportunities' Funding Project | £1,005,311 | - |
| London Square Project | £1,486,800 | £1,486,800 |
| Total | £2,492,111 | £1,486,800 |

RECOMMENDATIONS

1.5 The Mayor in Cabinet is recommended to:

1. Approve the allocation of £1,005,311 in Section 106 (S106) funding to the proposals set out in the '*Unlocking Opportunities' Funding*' Project Initiation Document (PID), which is attached to this Cabinet report at Appendix A and Table 1.
2. Approve the allocation of £1,486,800 in CIL funding to the proposals set out in the "*London Square*" Project Initiation Document (PID) which is attached to this Cabinet report at Appendix B and Table 1, and adopt a corresponding capital estimate.

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 Work Path programme is designed to address barriers to work, with a focus on specific client cohorts. The project uses an innovative methodology for assessing clients' barriers to work, working with a range of partners to provide support to overcome these barriers, and tracking clients' progress over time. It is closely aligned with emerging Department of Work and Pensions (DWP) policy priorities for employment support delivery. The project has identified the ten most common barriers faced by clients.

The Infrastructure Delivery Framework: Evidence Base references the Council's adopted Employment Strategy, which aims to: "...outline how best to help Tower Hamlets residents' capitalise on the dynamic employment growth occurring around them." It is noted that, whilst job creation within Tower Hamlets will increase from 261,000 in 2014 to 465,000 in 2036, a growth of 78% (compared to 14% in London as a whole), for most current employment performance indicators it is clear that Tower Hamlets falls below the average performance of other London Boroughs, and that there is a need for investment to increase employment opportunities for residents.

3. The London Square project is concerned with the wider Civic Centre project. This project hopes to bring the former Royal London Hospital site at Whitechapel back into public use as the Council's main administrative building. The proposal for the Civic Centre site involves demolition of the south-west wing of the former hospital, and partial demolition of the Grocer's Wing with façade retention. The grade II listed 1750s building ('the front block') and chapel will be retained.

The Infrastructure Delivery Plan sets out the infrastructure priorities in the borough. Delivering London Square with the Civic Centre project will:

- Deliver a great space upon opening the Civic Centre;
- Minimise disruption to the staff and visitors to the Civic Centre and Barts hospital, and
- Optimise value for money.

The Council's CIL Regulation 123 list includes references to "Open space, parks and tree planting". There are other public realm improvement projects proposed along the 'Green Spine' in Whitechapel which are being brought forward by the Whitechapel Vision Delivery Team within the Council.

The Infrastructure Delivery Framework: Evidence Base identifies that Whitechapel ward is experiencing significant residential and employment growth. The completion of Crossrail by December 2018 will significantly increase access to strategic transport infrastructure to and from the civic centre. Moreover, the entrance of Crossrail will be aligned with the civic centre Grocers' Wing public entrance which also leads out to London Square. TfL's Crossrail Demand Forecasting Workshop in 2015 projects an additional 4,000 people entering and exiting the station during AM peak hours.

- 2.2 Please refer to the following associated documents/appendices for more information about the projects:

- Appendix A: 'Unlocking Opportunities' Funding PID
- Appendix B: London Square 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. Use of CIL money is also restricted under the CIL Regulations (as amended).

4. BACKGROUND

S106

- 4.1 S106 of the Town and Country Planning Act 1990 allows a Local Planning Authority (LPA) to enter into a legally-binding agreement or planning obligation with a developer over a related issue. Planning obligations/S106 Agreements are legal agreements, negotiated between a LPA and a developer, with the intention of making development acceptable which would otherwise be unacceptable in planning terms.
- 4.2 S106 contributions must be spent in accordance with the agreement to which they relate. The contributions secured in S106 Agreements are usually tied to the need to provide a certain type of project in a defined location.

PIDs

- 4.3 The background to the two projects requiring funding approval is 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.

'Unlocking Opportunities' Funding (PID attached at Appendix A)

- 4.4 This PID aims to secure £1,005,311 in S106 funding to replace the Council's allocation of ESF Unlocking Opportunities funding that is no longer available to the Council.
- 4.5 The employment support programme in Tower Hamlets (through Work Path) targets a minimum of 1,784 residents who are furthest from the labour market to be engaged and supported. The objective is to ensure at least 518 of these residents enter employment.
- 4.6 Delivery in Tower Hamlets is through Work Path, Growth and Economic Development's new integrated employment service. This delivers the

intensive employment support required by target groups in order for them to access work.

- 4.7 Work Path also operates a job brokerage model which seeks to connect Tower Hamlets residents with job vacancies in the borough and elsewhere. The service works closely with employers to secure vacancies and identify their staffing needs, and has established a strong track record in supporting local people into jobs in a wide range of sectors including: construction, education, hospitality, catering, administration, security and health.

London Square Project (PID attached at Appendix B)

- 4.8 This project involves the approval for the allocation of £1,486,800 of CIL money towards the London Square Project.
- 4.9 At present, there is no available funding within the Civic Centre Project budget allocated to fund the design and delivery of London Square. The square is needed to support the development of the Council's new Civic Centre but also to ensure a new space for residents from across the entire borough to use and enjoy.
- 4.10 Moreover, the project meets the requirements for CIL funding as the square is of strategic importance to the LPA, local stakeholders such as Barts and elected members. The CIL funding secured would be applied to deliver new infrastructure in Whitechapel.
- 4.11 The London Square project is concerned with the wider Civic Centre project. This project hopes to bring the former Royal London Hospital site at Whitechapel back into public use as the Council's main administrative building. The proposal for the Civic Centre site involves demolition of the south-west wing of the former hospital, and partial demolition of the Grocer's Wing with façade retention. The grade II listed 1750s building ('the front block') and chapel will be retained.
- 4.12 The current lease on Mulberry Place will expire in June 2020. At the Cabinet meeting on 3rd November 2015, the Mayor determined that the Council should consolidate its operation in a new civic centre, thereby reducing the use of disparate and poorly-sited buildings. The consolidation of Council administrative buildings onto a new civic centre would allow for the disposal of a number of sites for the capital receipts to cross-fund the new development and deliver affordable housing when bought forward as planning-compliant housing schemes.
- 4.13 The Civic Centre Project objectives, as formally agreed at this Cabinet meeting are:
- To develop a sustainable, multipurpose, civic centre in the geographic heart of the borough and with excellent transport connections.
 - As required by the Asset Strategy, to rationalise the Council's operations to provide more efficient internal communications and cross-council working

and reduce the Council's revenue cost of holding empty redundant buildings

- To maximise opportunities to make financial savings from efficient use of accommodation
- To deliver year-on-year operational savings to the Council and deliver significant new housing to the borough

4.14 London Square is critical to the overall Civic Centre project owing to its location and proximity to the site. The timely delivery of London Square is supported by the project team, the LPA, elected members and the Greater London Authority (GLA). The first object of the London Square project is that it offers much needed outdoor public open space in Whitechapel for those visiting the civic centre or the Royal London Hospital, and staff working at these sites. The second objective of London Square is that it achieves an adopted policy requirement for the provision of amenity green space as required in the Whitechapel Vision Masterplan SPD.

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 of £1,005,311 to replace the Council's allocation of ESF 'Unlocking Opportunities' funding to ensure the continued delivery of the WorkPath programme until March 2019. It also seeks agreement to the allocation of Community Infrastructure Levy resources of £1,486,800 to the London Square capital 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, budgetary provision for infrastructure delivery is included within the capital programme with uncommitted resources carried forward into future years as necessary. The London Square scheme proposed in this report will be funded from the uncommitted 2017-18 provision of £6.415 million that is included within the Council's 2017-18 to 2027-28 capital programme (approved by the Mayor in Cabinet on 30th January 2018). The 2018-19 budget report also incorporates a separate provision of £15 million for future additions to the capital programme including schemes to be funded from Section 106 and CIL resources.

5.3 The approval to fund schemes from these budgetary provisions 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 specific planning contributions associated with the 'Unlocking Opportunities' revenue project are detailed in section 2 of the Project Initiation Document that is included as Appendix A of this report.

5.4 A significant element of the Section 106 resources that are held by the Council relates to capital projects, with CIL funding also being available to

finance both revenue or capital schemes. 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 or CIL funded capital schemes, projects must be incorporated into the capital programme and appropriate capital budgets adopted. The approval of a capital estimate of £1,486,800 is sought in this report.

- 5.5 Due to the risk that funding will have to be repaid to developers, with interest, if the time period specified in the Section 106 agreement expires, it is important to ensure that projects continue to be closely monitored and that actions are taken to mitigate any risk that resources will be lost. The possibility of applying funds to alternative projects should be considered if schemes are unlikely to drawdown the funding before the time limited resources expire, although this must be done in accordance with the specific use conditions that are detailed in each Section 106 agreement.
- 5.6 Provision for the funding of any on-going revenue costs associated with the London Square development will be incorporated within future budget proposals for the new Civic Centre.
- 5.7 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

Section 106 obligations

- 6.1 This report asks the Mayor in Cabinet to approve the allocation of s.106 resources to the 'Replacing ESF 'Unlocking Opportunities' Funding Project.
- 6.2 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.
- 6.3 As a contract the Council are required to spend any monies received in accordance with the terms of the s.106 agreement. It is therefore important to consider the provisions of each agreement when allocating monies to a particular project.
- 6.4 The allocation of this section 106 funding is considered to be in accordance with the s.106 agreements under which the contributions were secured and it is therefore lawful. It is noted however that there are constraints in some of the relevant s106 agreements about how individual contributions can be

spent (for example a number of contributions need to be spent specifically on training), and therefore careful monitoring should be put in place to ensure that the spending profile remains in line with the amounts committed from individual agreements.

The Community Infrastructure Levy

- 6.5 This report asks the Mayor in Cabinet to approve the allocation of Community Infrastructure Levy (CIL) receipts to the London Square Project and to adopt the necessary capital budget. 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. CIL came into force on 6 April 2010 through the Community Infrastructure Levy Regulations 2010 ('the 2010 Regulations') and is a pounds per square metre charge on most new development.
- 6.6 Pursuant to Regulation 59 of 2010 Regulations a charging authority must apply CIL to funding the provision, improvement, replacement, operation or maintenance of infrastructure to support the development of its area. Infrastructure is defined for the purposes of CIL by s.216 of the 2008 Act to include open space. Further, the Council has published a list under Regulation 123 of the 2010 Regulations which lists the infrastructure that the Council intends to be wholly or partly funded by CIL. This includes 'Open Space, parks and tree planting'. As such the use of CIL towards the London Square project is lawful.
- 6.7 In respect of the London Square project, because the Council do not own the land comprised within the proposed London Square, the use of CIL for this project is considered to be a grant, and as such approval must be sought from the Grants Determination (Cabinet) Sub-Committee.

Equalities

- 6.7 When making decisions, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who do not (the public sector equality duty). A proportionate level of equality analysis is required to discharge the duty 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 If approved, 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 projects referred to in this document are 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 during the delivery of these projects.

9.2 The proposed improvements include the introduction of new open space and thus support the delivery of a greener environment.

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 report proposes the delivery of infrastructure across the borough. The rights of all end users will be safe guarded and further information can be found in the attached PIDs.

Linked Reports, Appendices and Background Documents

Linked Report

- None

Appendices

- 'Unlocking Opportunities' Funding PID – Appendix A;
- London Square 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

(February 2018)

'Unlocking Opportunities' Funding

Version Control

| Version Number | Author and Job Title | Purpose/Change | Date |
|----------------|--|--|---------|
| 0.4 | Sarah Randall, Sub Regional Partnerships Officer | Initial draft to IDSG Finance Subcommittee | 18.9.17 |
| 0.5 | Sarah Randall, Sub Regional Partnerships Officer | Second draft to IDSG implementing comments received from IDSG Finance Subcommittee | 3.1.18 |
| | | | |
| <i>1.0</i> | | <i>E.g. Final version</i> | |

Project Initiation Document (PID)

| | | | |
|--|--|--------------------------|---------------------|
| Project Name: | 'Unlocking Opportunities' Funding | | |
| Project Start Date: | 1 January 2018 | Project End Date: | 31 March 2019 |
| Relevant Heads of Terms: | Employment and training contributions | | |
| Responsible Directorate: | Place | | |
| Project Manager: | Sarah Randall / Michael Cunningham | | |
| Tel: | 020 7364 2706 | Mobile: | 07947 138693 |
| Ward: | All | | |
| Delivery Organisation: | London Borough of Tower Hamlets | | |
| Funds to be passported to an External Organisation? ('Yes', 'No') | No | | |
| Does this PID involve awarding a grant? ('Yes', 'No' or 'I don't know') | No | | |
| Supplier of Services: | NA | | |
| Is the relevant Lead Member aware that this project is seeking approval for funding? | Yes | | |
| Is the relevant Corporate Director aware that this project is seeking approval for funding? | Yes | | |
| Does this PID seek the approval for capital expenditure of up to £250,000 using a Recorded Corporate Director's Action (RCDA)? (if 'Yes' please | No | | |

| | |
|---|---|
| append the draft RCDA form for signing to this PID) | |
| Has this project had approval for capital expenditure through the Capital Programme Budget-Setting process or through Full Council? ('Yes' or 'No') | No - not applicable. |
| S106 | |
| Amount of S106 required for this project: | £1,005,310.98 (1 January 2016 to 31 March 2019) |
| S106 Planning Agreement Number(s): | PA/12/03248 PA/14/02617 PA/14/01246 PA/12/02055 PA/15/02148 PA/15/02045 PA/01/01424 PA/14/02585 PA/15/02216 PA/14/02817 PA/13/00384 PA/12/02055 PA/12/02045 PA/14/03660 PA/16/01026 PA/16/01061 PA/11/03785 PA/13/01168 PA/16/02860 |
| CIL | |
| Amount of CIL required for this project: | £0 |
| Total CIL/S106 funding sought through this project | £0 |
| 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>Chair</i>) |
| LBTH – Place | Owen Whalley | Divisional Director Planning & Building Control |
| LBTH – Place | Richard Chilcott | Acting Divisional Director, Property & Major Programmes |
| LBTH – Place | Matthew Pullen | Infrastructure Planning Manager |
| LBTH – Place | Christopher Horton | Infrastructure Planning Team Leader |
| LBTH – Governance | Andy Simpson | Business Improvement & S106 Programme Manager |
| LBTH – Governance | Helen Green | S106 Portfolio Coordinator |
| LBTH - Place | Hannah R Murphy | Principal Growth & Infrastructure Planner |
| LBTH – Resources | Paul Leeson | Business Manager |
| LBTH – Place | Vicky Clark | Service Head for Economic Development |
| LBTH – Governance | Fleur Francis | Team Leader, Planning Legal |
| LBTH – Governance | Sophie Chapman | Planning Lawyer |
| 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 – Health, Adults and Community | Matthew Phelan | Public Health Programme Lead (Healthy Environments) |
| LBTH – Children’s | Janice Beck | Head of Building Development |
| LBTH – Place | Marissa Ryan-Hernandez | Strategic Planning Manager |
| LBTH – Place | Paul Buckenham | Development Manager |
| LBTH – Place | Alison Thomas | Head of Housing Strategy, Partnerships and Affordable Housing Strategy, Sustainability and Regeneration |
| LBTH – Place | Jonathan Taylor | Sustainable Development Team Leader |
| LBTH – Place | Abdul J Khan | Service Manager, Energy & Sustainability |

Related Documents

| ID | Document Name | Document Description | File Location |
|---|--|---|---|
| If copies of the related documents are required, contact the Project Manager | | | |
| 1 | Unlocking London's Opportunities – the Growth Boroughs | Full application form for ESF grant for Growth Boroughs programme for which funding is required | M:\D&R SHARED\Economic Development\Employment\ESF 2016-2018\Bid documents\1 - Full Application Form Final |

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1.0 Purpose of the Project Initiation Document

1.1 This Project Initiation Document (PID) defines the 'Unlocking Opportunities' Funding project. 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.

1.2 In December 2017, the Council agreed to leave the ESF Unlocking Opportunities programme early, with effect from 31st December 2017. The Growth and Economic Development division is currently going through the process to formalise arrangements with the managing authorities (MA's).

1.3 This PID makes a request for £1,005,310.98 of S106 to replace £1,400,000 of ESF and enable continued programme delivery. There are a number of factors that will make the programme more efficient following ESF exit and therefore allow the programme to run at capacity and achieve the same output targets for a lower amount of funding:

- Eligibility criteria and evidence requirements for WorkPath can be more appropriately defined to reflect local need and while remaining robust will be less resource intensive than current ESF requirements. (For example, using benefits status in line with other DWP programmes rather than retrofit self-declarations).
- Monitoring data shows a steep drop in new engagements on WorkPath since the start of the ESF component due to complicated eligibility requirements, which further backs the claim that the complicated and variable ESF evidence requirements have acted as a barrier to engagement.
- A significant amount of staff resource has been diverted to additional monitoring exercises at the behest of the Accountable Body (AB). Now these resources can focus on what they should have been doing – supporting clients.
- By removing any funding conflict with other ESF projects in the borough, clients will be able to access a wider range of services and resources to support them on their journey to employment.
- There are a significant number of outcomes that have already been achieved

that cannot be included in ESF claims due to the frequent changes made to eligibility criteria by the MA's. These can be included in wider WorkPath outcomes as the evidence meets the council's requirements.

- 1.4 The amount of funding required will regularly be reviewed. If any of the S106 funding identified in this PID is no longer required it will be returned for other employment and training related programmes of work. Note there are no conflicts with other S106 currently being utilised in the borough for employment and skills provision (see 1.15).
- 1.5 This PID aims to secure S106 to replace the council's allocation of ESF Unlocking Opportunities funding and ensure continued delivery of WorkPath until the end of March 2019. The purpose is to provide funding so that the council's flagship employment programme, WorkPath can continue to deliver without ESF. LBTH have withdrawn from the ESF programme due to the significant financial risk to the council the ESF funding posed. The S106 requested in this PID means that local service delivery will not be impacted by the ESF funding ceasing.
- 1.6 The details of the Employment Support project have been covered in an earlier Employment Support PID (March 2016) which sets out the key components, business case and project targets. The Employment Support PID describes the persistent concentrations of long term unemployed and economically inactive residents in the borough who typically have multiple barriers to employment. The council's WorkPath model is designed to address this by providing intensive support, information, advice and guidance and tailored job brokerage to individuals, across all priority sectors including in the construction industry. The model is based on good practice from smaller programmes piloted in the borough, and promotes a partnership approach across other employment related provision in the borough as recommended in the 2016 Employment Review.
- 1.7 The ESF employment support programme in Tower Hamlets (through WorkPath) originally targeted a minimum of 1,784 residents who are furthest from the labour market to be engaged and supported and at least 518 of them to enter employment.
- 1.8 This PID is expressly for the purpose of identifying funding to replace the ESF

allocation now that LBTH have withdrawn from the contract. Replacing the funding with S106 will remove financial risk to the council and operational risk to the borough's wider employment support programme and ensure continued delivery of the WorkPath programme until the end of March 2019.

- 1.9 In 2015 the six Growth Boroughs were awarded £8.5m ESF funding to support long term unemployed and economically inactive people into work. This grant is matched at a rate of 1:1 by boroughs, creating a £17m programme. Programme delivery began in January 2016 and was due to run for just over three years, ending in March 2019.
- 1.10 Tower Hamlets' allocation from the Growth Boroughs' ESF grant was £1.4m. The council was providing £1.4m in match funding. £628,400 of this match was to be provided in-kind in the form of existing staff assigned to the delivery of the programme. The balance of the match funding, £771,600, is S106 cash match to provide supporting activity such as training and childcare for programme participants.
- 1.11 Delivery in Tower Hamlets is through WorkPath, Growth and Economic Development's new integrated employment service. This delivers the intensive employment support required by the ESF target groups in order for them to access work. A minimum of 1,764 Tower Hamlets residents were originally to be engaged and supported through this programme. At least 518 Tower Hamlets residents were to enter employment, of which no fewer than 414 were to sustain employment for six months. As of December 2017) 871 residents have been supported under the ESF component of the WorkPath programme, 381 have entered employment and 153 have sustained jobs for six months.
- 1.12 WorkPath also operates a job brokerage model which seeks to connect Tower Hamlets residents with job vacancies in the borough and elsewhere. The service works closely with employers to secure vacancies and identify their staffing needs, and has established a strong track record in supporting local people into jobs in a wide range of sectors including:
- construction
 - education
 - hospitality
 - catering
 - administration
 - security
 - health
- 1.13 It is anticipated that many of these sectors will be impacted by immigration changes as a consequence of Brexit presenting both an opportunity and a threat. Services

like WorkPath and its partners will need to work with priority sectors to develop an appropriate response to potential skills gaps. One of the sectors in London believed to be employing one of the highest percentages of EU nationals is the construction sector, an area where there is already a shortage of suitably skilled candidates.

- 1.14 WorkPath engages a large number of individuals interested in construction related careers and provides assessment and intensive pre-training support (such as basic skills including literacy and ESOL) so that clients are able to access appropriate training and gain accredited qualifications. WorkPath also provides support after training has been completed to support people into construction careers. A dedicated team work with the industry to identify construction vacancies and match people into jobs. Of all of the Tower Hamlets ESF clients to date, 26 percent registered for construction related information, advice and guidance and 45 percent entered jobs in the construction industry.
- 1.15 WorkPath operates in partnership with a range of employability programmes. WorkPath itself consists of a number of distinct projects targeting different priority groups and sectors, some funded through S106. The Growth and Economic Development team are adept at managing multiple programmes and funding requirements. This programme will be managed so that there is no duplication with other S106 funded projects. There will be distinct targets for different projects to ensure there is no competition, no double counting and no wasteful duplication of activity. For example, S106 training programmes will have clear targets regarding training starts, participation and training outcomes, while WorkPath will have targets relating to employment support and employment outcomes.
- 1.16 This PID seeks to address the significant financial risk to the council posed by the ESF programme, as a result of the managing agencies making frequent changes to evidence requirements. As a result the council can no longer claim the number of outputs it expected to claim for at the start of the programme, with approximately a 46.8% reduction in the number of outputs that can now be claimed. The financial claim is made *after* outcomes have been delivered, so if the full amount of ESF funding could not be drawn down then the council would run a deficit on this programme potentially up to £1.4 million. Details of the challenges and programme changes are set out in Sections 5 and 6. As a result of these challenges LB Tower Hamlets decided to withdraw from the ESF programme from 31st December 2017 and minimise the level of financial risk. A project change request regarding LBTH's early exit from ESF has been agreed with the accountable body and the formal arrangement with EPMU (GLA) is in progress.

2.0 Section 106/CIL Context

Background

- 2.1 Section 106 (S106) of the Town and Country Planning Act 1990 allows a Local Planning Authority (LPA) to enter into a legally-binding agreement or planning obligation with a developer over a related issue. Planning Obligations/S106 agreements are legal agreements negotiated between a LPA and a developer, with the intention of making acceptable development which would otherwise be unacceptable in planning terms.
- 2.2 CIL is a £ per square metre charge on most new development. In April 2015, the council adopted its own CIL Charging Schedule. CIL must be spent on the provision, improvement, replacement, operation or maintenance of infrastructure, where a specific project or type of project is set out in the [Council's Regulation 123 List](#).
- 2.3 On the 5th January 2016, the Mayor in Cabinet agreed the implementation of a new Infrastructure Delivery Framework which will help ensure the process concerning the approval and funding of infrastructure using CIL/S106 will be appropriately informed and transparent.

S106

- 2.4 The Section 106 (S106) of the Town and Country Planning Act 1990 allows a LPA to enter into a legally-binding agreement or planning obligation with a developer over a related issue. Planning Obligations/S106 agreements are legal agreements negotiated, between a LPA and a developer, with the intention of making acceptable development which would otherwise be unacceptable in planning terms.
- 2.5 This S106 PID is part of the Tower Hamlets Council S106 Delivery Portfolio and is aligned with the agreed Heads of Terms (HoT) for the Deed creating Planning Obligations and undertakings for the developments set out in the table below.

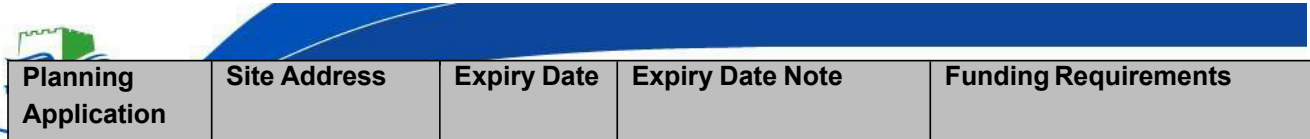
Table 1: List of the S106 agreements allocated to this PID

| Planning Application | Site Address | Expiry Date | Expiry Date Note | Funding Requirements | Scheme Identified / Ring-fenced | To allocate |
|----------------------|--------------------------------|-------------|---|---|---------------------------------|-------------|
| PA/12/03248 | City Pride | 22/06/2023 | Committed or expended the whole or any part of any contribution towards the related object specified in clause 3.1 within a period of 7 years from date of receipt. | Towards training and development for local residents in order to increase their opportunities to access employment and training opportunities in the construction and end user phases of the development in the local area and at other locations within the borough | £236,659.83 | £186,280.35 |
| PA/14/02617 | 1 Bank Street | 06/10/2026 | Utilise within 10 years of the date of payment | The Council will apply the Employment, Training, Skills, and Enterprise contribution towards the training and development of local residents in order to increase their opportunities to access, inter alia, employment and training opportunities in construction and end user phases of the development and within the borough. | £309,288.00 | £154,644.00 |
| PA/14/01246 | Enterprise Park, 2 Millharbour | TBC | Expended in full or committed within 10 years from the date of practical completion of whole development | For enterprise and employment in the borough during the construction phase of the development | £143,389.00 | £71,694.50 |

| Planning Application | Site Address | Expiry Date | Expiry Date Note | Funding Requirements | Scheme Identified / Ring-fenced | To allocate |
|----------------------|-------------------------|-------------|---|---|---------------------------------|-------------|
| PA/12/02055 | 2-4 Greenwich Place | TBC | Expended or committed within 10 years from the date of practical completion of the whole development | Towards access to employment initiatives relating to the construction phase of development in the borough | £28,159.15 | £28,159.15 |
| PA/15/02148 | Copenhagen Place | TBC | Expended in full or committed within 10 years from date of practical completion of the whole development | To support and/or provide the training and skills needs of local residents in accessing the job opportunities created through the construction phase of all new development including to provide and procure the support necessary for local people who have been out of employment and/or do not have the skill set required for the jobs created. | £16,432.00 | £16,432.00 |
| PA/15/02045 | 221 Burdett Road | TBC | Not expended in full or committed within 10 years from the date of practical completion of the whole development | To be used towards construction training programmes | £7,916.00 | £7,916.00 |
| PA/01/01424 | Former Sedgewick Centre | 22/01/2020 | Expend or contractually commit the same within 3 years and six months of receipt. Monies shall be repaid by the council to the owner upon demand with interest after the relevant | Employment, training and local labour in construction initiatives through skills match | £80,000.00 | £80,000.00 |

| Planning Application | Site Address | Expiry Date | Expiry Date Note | Funding Requirements | Scheme Identified / Ring-fenced | To allocate |
|----------------------|---------------------------------|----------------|--|--|---------------------------------|-------------|
| | | | deadline date | | | |
| PA/14/02585 | Watts Grove | No expiry date | No expiry date | Construction phase, skills a | £30,559.00 | £30,559.00 |
| PA/15/02216 | Westferry Print Works | TBC | Not expended or committed the whole or part of any financial contribution within 10 years from the date of practical completion of the whole development | Construction Phase Employment and Training contribution | £237,925.08 | £92,823.75 |
| PA/14/02817 | Goodmans Fields South Site | 29/04/2021 | Utilise or commit within 5 years of payment | Employment skills, training a | £29,823.00 | £29,823.00 |
| PA/13/00384 | Former Queen Elizabeth Hospital | TBC | Not expended in full or committed within 10 years from the date of practical completion of the whole development | Access to Employment Initiatives in the Borough | £39,897.00 | £39,897.00 |
| PA/12/02055 | 2-4 Greenwich Place | TBC | Expended or committed within 10 years from the date of practical completion of the whole development | Towards access to employment initiatives relating to the operation or end user phase of the development in the borough | £33,032.90 | £33,032.90 |
| PA/12/02045 | Middlesex Street Hotel | TBC | Expended in full or committed within five years from date of | Towards Employment and Skills Training | £32,746.64 | £32,746.64 |

| Planning Application | Site Address | Expiry Date | Expiry Date Note | Funding Requirements | Scheme Identified / Ring-fenced | To allocate |
|----------------------|---|-------------|--|---|---------------------------------|-------------|
| | | | Practical Completion | | | |
| PA/14/03660 | 219-221 Bow Road and 27-31 Payne Road, Bow, London E4 | TBC | Not expended in full or committed within 10 years from the date of practical completion of the whole development | Towards the Council's "Access to Employment" initiatives | £29,634.71 | £29,634.71 |
| PA/16/01026 | 1 Greenwich View Place | TBC | Expended in full or committed within 10 years from date of practical completion | Employment and training in the end-use phase of development. | £16,902.86 | £16,902.86 |
| PA/16/01061 | Anchorage House, 2 Clove Crescent, London, E14 2BE | TBC | Within 10 years from the date of Practical completion of the whole development | Towards employment and training in the end use phase of development | £28,373.02 | £28,373.02 |
| PA/11/03785 | 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 provision of end user phase skills and training to residents in the borough | £9,869.43 | £9,869.43 |
| PA/13/01168 | 100 Whitechapel Road | TBC | Expended or committed within 5 years from the date of practical completion | Towards employment and training during the end user phase of the development | £24,574.77 | £24,574.77 |
| PA/16/02860 | 244-254 Cambridge Heath Road, E2 9DA | 30/06/2027 | In event failed to utilise all or any part of the Financial Contributions within 10 years of the payment date | Towards employment and enterprise during the end user phase | £91,947.90 | £91,947.90 |



| Planning Application | Site Address | Expiry Date | Expiry Date Note | Funding Requirements | Scheme Identified / Ring-fenced | To allocate |
|-----------------------------|---------------------|--------------------|-------------------------|-----------------------------|--|----------------------|
| | | | | | Total to allocate | £1,005,310.98 |
| | | | | | Total required | £1,005,310.98 |

- 2.6 The table above includes S106 identified from construction phase related planning agreements (a share of 36 percent of the total allocation). The ESF employment programme outputs to date demonstrate that 26 percent of ESF clients on the WorkPath programme register for construction career related information, advice and guidance and 46 percent enter jobs in the construction industry. (See 1.11 above for more detail on the WorkPath role supporting people into construction jobs).

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 Tower Hamlets employment service was redesigned in response to recommendations made in the Employment Review commissioned by the council in April 2016. The review included an assessment of local need and demand for employment support services. As a result the employment support, now provided through WorkPath has increased in range and diversity of services for people at many different stages of job readiness where the priority is to support long-term unemployed residents who are furthest away from the labour market and to address inequality in access to sustainable employment.
- 3.3 The ambition is towards full employment for all of the residents of Tower Hamlets, and the council considers that every resident, regardless of the barriers they face, should have access to the support, networks and skills that they need to compete equally in a competitive jobs market and achieve their full potential.
- 3.4 The council commissioned a refresh of its 2011 Local Economic Assessment (LEA) in January 2016, which demonstrated significant shifts in working populations and the working demographic. While the employment rate has gone up and unemployment (claimant rate) overall has fallen, the headline figures conceal significant and persistent geographic concentrations of worklessness in the borough along with low employment rates for some specific groups who appear over represented in the workless statistics.

- 3.5 The WorkPath programme is designed to address barriers to work, with a focus on specific client cohorts. The project uses an innovative methodology for assessing clients' barriers to work, working with a range of partners to provide support to overcome these barriers, and tracking clients' progress over time. It is closely aligned with emerging DWP policy priorities for employment support delivery. The project has identified the ten most common barriers faced by clients as:
- Lack of affordable childcare
 - Dependency/addiction
 - Lack of aspiration/motivation
 - Lack of relevant qualifications/training
 - Lack of work experience
 - Language skills (oral communication and understanding)
 - Literacy
 - Mental health/long term health issues
 - Numeracy
 - Pre-employment/soft skills
- 3.6 The council has developed a comprehensive communications plan for WorkPath that takes into account the diversity of the local community and the complexity of employment barriers that particular groups of people face. The plan details the barriers, support requirements and the outreach opportunities for specific cohorts, including:
- Women (young women, women returners, women BAME)
 - Young men
 - Over 50's
 - People with disabilities, mental health issues and learning difficulties
- 3.7 Programme impact is measured using robust performance and project management approaches. This includes equalities monitoring to analyse the impact of the service on different priority groups and programme review and evaluation so appropriate adjustments can be made to ensure the programme is effective.
- 3.8 An Equality Analysis Quality Assurance Checklist has been completed for the WorkPath programme as a whole (see Appendix 1), of which this PID forms part of. A full EA will not be undertaken as due regard to the nine protected groups is embedded in the programme approach.

4.0 Legal Comments

- 4.1 Legal Services considers the use of contributions to replace the Council's allocation of ESF Unlocking Opportunities funding to satisfy the terms of the S106 agreements as these require that the Council use the contributions towards local employment, training initiatives and enterprise in the borough. It is clear from the overview of this project at 5.0 of this PID that the money will be used for this purpose.
- 4.2 Some of the S106 agreements are more specific and require that the contributions are primarily used to train and develop local residents in construction phase opportunities of the development. It is helpful to see at 2.6 of the PID that *"26 percent of ESF clients on the WorkPath programme register for construction career related information, advice and guidance and 46 percent enter jobs in the construction industry"*. Therefore officers have purposefully ensured 36 percent of the contributions chosen are those which require training in construction phase opportunities. Officers will just need to ensure that this 36 percent of funding for the project remains ring-fenced for construction job opportunities. Should there be any concerns that these contributions will not be used as intended then it is recommended that the Council discusses its intentions for the contributions with the developers who were original parties to the s106 agreements. This will alert the Council as to whether there are likely to be any challenges made as to how the contributions are spent. Alternatively, if there is not as high demand in this project for construction opportunities then officers may need to consider alternative funding sources.
- 4.3 It should also be noted that technically the financial contributions received under PA/14/02585 were not made under a S106 agreement, but rather through a scheme submitted pursuant to planning condition (4). This was because the Council owns the relevant land and as a matter of law the Council cannot covenant with itself under S106 where it is also the enforcing authority. Nonetheless, we consider IDSG to be the appropriate forum to approve the use of this funding. Although this is not a S106 payment, its purpose is aligned (to make the development acceptable in planning terms) and it would have been, but for this eccentricity of public law. The Council will need to ensure that any spending of the contribution is in accordance with this scheme.
- 4.4 Subject to the above comments, we consider the funding for this PID to be in accordance with the purposes for the contributions under the S106 agreements.

- 4.5 When approving this PID, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who do not (the public sector equality duty). A proportionate level of equality analysis is required to discharge the duty.
- 4.6 These comments are limited to addressing compliance with the terms of the S106 agreements mentioned above (as based on the information detailed in the PID) and advice on any other legal matters (such as advice on procurement) should be sought separately if appropriate.

5.0 Overview of the Project

- 5.1 The six Growth Boroughs were awarded £8.5m ESF funding to be matched 1:1 from boroughs to create a £17m programme to support unemployed and economically inactive people into work. The programme began delivery in January 2016 and will run for three years, ending in March 2019.
- 5.2 The table below shows the allocation of programme funding across the six boroughs. Tower Hamlets' allocation from the ESF grant is £1.4m.

Growth Borough ESF funding allocations

| | ESF grant | Borough match | Programme total |
|--------------------|-------------------|----------------------|------------------------|
| Barking & Dagenham | £1,000,000 | £1,000,000 | £2,000,000 |
| Hackney | £1,100,000 | £1,100,000 | £2,200,000 |
| Greenwich | £1,550,000 | £1,550,000 | £3,100,000 |
| Newham | £2,450,000 | £2,450,000 | £4,900,000 |
| Tower Hamlets | £1,400,000 | £1,400,000 | £2,800,000 |
| Waltham Forest | £1,000,000 | £1,000,000 | £2,000,000 |
| TOTAL | £8,500,000 | £8,500,000 | £17,000,000 |

- 5.3 Of the £1.4m match funding already secured from Tower Hamlets, £628,400 is in kind in the form of salaries for existing staff assigned to the delivery of the programme. The balance of the match funding, £771,600, is cash match to support the provision of supporting activity such as training and childcare for programme participants.
- 5.4 In July 2017 the Growth Boroughs held an urgent meeting without the managing agencies, to discuss their concerns with the programme. At that meeting it was

confirmed that boroughs were continuing to receive conflicting information and this was causing frustration for delivery staff and preventing the regional programme delivering at full capacity. A vote of no confidence in the Accountable Body (A B) programme management was passed and the remaining boroughs are now seeking resolution on the programme issues themselves. The outcome of the meeting was shared with the AB in August 2017 and they have acknowledged the programme has faced both strategic and operational challenges since the start.

- 5.5 This PID sets out the requirement for funding to replace LBTH's allocation of ESF funding in order to protect the council from financial risk and ensure continued delivery of WorkPath until the end of March 2019. Although the ESF allocation is £1.4million, an amount of £1,0005,310.98 is required from S106 employment and training contributions. This is adequate to cover staff salary liabilities and allow the programme to achieve targets. This means WorkPath can continue delivery to all residents in the borough.
- 5.6 The £1,0005,310.98 proposed in this PID is the maximum amount of funding required to replace the ESF funding and continue delivery of WorkPath. The council have opted for an early exit from ESF as the targets were too difficult to achieve in a climate of constantly changing requirements and conflicting information. Had this decision not been made the council were at risk of receiving either none, or only partial payment at the end of the programme in March 2019 - because the ESF payment schedule is scaled to programme outputs. For example, penalties for underperformance range from not being able to draw down any ESF funding to a capped 'claw-back' of 35 percent of the funding based on 50 percent underperformance.
- 5.7 The amount of funding required to replace ESF will regularly reviewed. If any of the S106 funding identified in this PID is no longer required it will be returned for other employment and training related programmes of work.
- 5.8 The ESF *Unlocking Opportunities* programme is targeted towards those furthest from the labour market, including the long term unemployed and economically inactive. By withdrawing from the ESF funding and using S106 funds instead the focus can remain on vulnerable clients, furthest from the labour market. This means the WorkPath programme will continue to meet the council's Strategic Plan objectives, in particular Priority One: creating opportunity by supporting aspiration and tackling poverty.
- 5.9 The current ESF programme sets challenging targets for all of the boroughs to achieve, particularly in light of the difficulties inherent in providing employment support to the identified target groups and the strategic and operational challenges created by the managing agencies. Tower Hamlets ESF targets were to engage

and support 1,764 residents, with 518 to enter employment of which 415 were to sustain employment.

6.0 Business Case

Overview

- 6.1 Delivery of the council's WorkPath programme at its current capacity is contingent on the provision of ESF funding.
- 6.2 In addition to the financial driver for the use of S106 for this project, the priorities of the ESF programme and WorkPath are well aligned to the council's own strategic priorities.
- 6.3 The Tower Hamlets Partnership's Community Plan 2015, recognises there are a large number of Tower Hamlets residents who have low skills, have not worked for some time and are a long way from being 'job-ready'. As part of the ambition to become a "fair and prosperous community", the plan sets out a number of commitments including: better supporting residents through welfare reform, and into work, through an integrated employment and support service, and; developing the skills of residents.
- 6.4 The council's 2016/19 Strategic Plan prioritises the need to create "opportunity by supporting aspiration and tackling poverty". With the ambition for residents to be in good quality, well-paid jobs, supported by the development of an Integrated Employment Service (now WorkPath).
- 6.5 The WorkPath (and ESF) delivery model supports the council's existing Employment Strategy. The strategy includes objectives to "engage those workless residents detached from the labour market and complement the work of the mainstream" and "encourage increased aspiration toward engaging with the labour market, particularly for inactive groups". The council's delivery against these objectives was strengthened by the addition of ESF-funded provision, with its focus on long term unemployed and economically inactive people.
- 6.6 Finally, the forthcoming Growth Strategy, which will supersede the Employment Strategy, will "suggest actions for engagement and activities for developing sector specific and employability skills and access to sustainable employment. The plan will consider innovative methods of engaging the community and promoting local recruitment for businesses to enhance the local economy".
- 6.7 Funding is now sought to replace the ESF contribution to WorkPath and ensure continued delivery of the WorkPath programme to protect the council from financial risk. This will enable the programme to maintain capacity so that overall outcomes can still be achieved while preventing the council budget being left in deficit

(payment in arrears means the programme budget will be spent before the council has confirmation ESF funding will be received).

- 6.8 The sum sought through this PID is not available from existing allocated budgets within the Growth and Economic Development service. If the funding is not found the council will be liable for a funding shortfall of up to £1.4 million, and WorkPath will be unable to meet its objectives, which are aligned to the council’s strategic priorities. Withdrawal from the ESF funding enables the council to redefine the programme in-line with other employment support programmes and deliver the same level of service and targets for less money.
- 6.9 The replacement funding sought from S106 contributions will reduce financial risk to the council, consolidate the council’s position with ESF and the Growth Boroughs, and enable continued delivery of the council’s WorkPath programme.
- 6.10 Since the ESF programme started in January 2016, it has been subject to numerous changes from the various managing agencies, namely DWP, the GLA’s European Programmes Management Unit and LB Hackney as the programme’s Accountable Body, regarding client eligibility, monitoring definitions and evidence requirements. All of the boroughs continue to receive unclear and conflicting guidance.
- 6.11 Due to the frequent changes to definitions, eligibility criteria and evidence requirements, the council is no longer able to evidence all of the outcomes it has achieved to the satisfaction of the managing agencies – this essentially means the original programme outcome targets are undeliverable and a significant number of achieved outcomes can no longer be included in the ESF claim - so payment will not be received for work already undertaken. For example, changes to the definition for economically inactive clients means that clients taken on to the programme and supported in the first six months of delivery can now not be counted as ESF outputs because it is not possible to provide the type of evidence of economic inactivity the managing agencies now require. From the 1044 clients that were eligible at the start of the ESF programme 46.84% are no longer eligible.

ESF Eligibility Figures

| | Originally ESF Eligible | Currently Eligible | Awaiting Verification | No longer Eligible |
|--------------------------|--------------------------------|---------------------------|------------------------------|---------------------------|
| Number of Clients | 1044 | 42.15% | 10.63% | 46.84% |

- 6.12 In addition to these challenges the financial monitoring requirements have changed and the level of detail required is difficult to provide using the current council financial systems. It should be stressed that these challenges have created programme delivery issues across all the six Growth Boroughs.

- 6.13 The managing authority (DWP) has been unable to reassure boroughs that they will receive any ESF funding. Evidence criteria for client outcomes is still confusing and continues to be subject to change and the financial monitoring is so onerous there is a significant risk that boroughs will fail to meet minimum contract requirements and therefore will not receive ESF funding. If only a proportion of targets are achieved, ESF will apply a sliding scale of funding. They also retain the right to 'claw-back' a proportion of funding for up to seven years from the end of the programme should targets not be met (which could be determined through an audit after the programme has completed).
- 6.14 The programme challenges outlined above present a significant financial risk to the council, hence the decision to leave the ESF programme from 31st December 2017. But without the ESF funding the council are liable to a deficit of up to £1.4m. However the amount required could reduce, for example if partial payment of ESF is confirmed for outputs already achieved, in which case the S106 will be released for other programmes of work.
- 6.15 Early exit from the ESF programme means further efficiencies can now be found to reduce the financial risk – in particular by redefining eligibility and evidence requirements in line with local requirements, existing WorkPath criteria and other employment programmes. This will provide more flexibility in how the programme is delivered and in the range of other funding streams that can be accessed by clients to support their journey towards employment.
- 6.16 As of yet, no ESF monies have been paid to the six Growth Boroughs and DWP cannot offer any reassurances that the funding will be forthcoming. One borough (LB Hackney, which is also the Accountable Body) has already withdrawn from the programme.
- 6.17 In order to mitigate the financial risk to the council a sum of £1,005,310.98 is sought through this PID to replace LBTH's ESF Unlocking Opportunities allocation. This is significantly lower than the original £1.4m ESF allocation, but with careful re-profiling of the programme (taking into account the increased flexibility inherent with S106 funding compared to ESF) it would be adequate to cover staff salary liabilities and other client support elements of the programme as appropriate until the end of March 2019. The match funding obligation will also reduce accordingly so there is potential to leverage funding from S106 that is already allocated to the programme as match.

- 6.18 By withdrawing from the ESF funding WorkPath's eligibility criteria and evidence requirements can now be more appropriately defined to reflect local need. These requirements will also be less resource intensive than the ESF requirements (for example, using benefits status in line with other DWP programmes, rather than requiring additional retrofit self-declarations). As a result we still expect to achieve the same overarching employment support outcomes as those set out in the ESF agreement (number of people supported, number supported into employment, number sustaining employment for six months). Previously, in order to implement all of the unforeseen changes to the programme valuable staff resources were diverted towards additional monitoring and retro-fit exercises, despite concerns these time consuming exercises would still not meet the ever-changing requirements of the managing agencies. Withdrawal from the ESF funding programme allows staff to focus resources on what they should be doing – supporting clients.
- 6.19 Note there will be a regular review of the programme's funding requirements and risk level which may mean the amount of S106 funding required reduces in the future.

Project Drivers

- 6.20 The replacement funding sought from S106 contributions will reduce financial risk to the council and enable continued delivery of the council's WorkPath programme.
- 6.21 In addition to this clear financial driver for the use of S106 funding for the project, the priorities of the WorkPath programme are well aligned with the council's own strategic priorities and with current labour market dynamics in the borough.
- 6.22 In particular the programme's focus on long term unemployed and economically inactive people represents an appropriate response to changes in the borough's labour market and especially in the structure of worklessness in Tower Hamlets over the last several years. While the employment rate has gone up and unemployment overall has fallen, the headline figures conceal significant and persistent concentrations of worklessness in the borough.

6.23 These persistent concentrations of long term unemployment and economic inactivity represent local residents who typically have multiple barriers to employment and need intensive support, often from a range of agencies, if they are to move into employment. Traditional job brokerage models, which focus principally on connecting job-ready clients with local employers' vacancies, are unlikely to be appropriate for these groups. Instead a more comprehensive approach to supporting clients and in particular identifying and tackling barriers to the labour market has been designed through the council's WorkPath programme.

Deliverables, Project Outcomes and Benefits

6.24 The core outputs for the ESF employment support programme in Tower Hamlets are as follows, start date of January 2016:

| | |
|--|------|
| Starts on programme (i.e. local residents engaged and receiving support) | 1764 |
| Tower Hamlets residents into employment | 518 |
| Tower Hamlets residents sustaining employment (6m+) | 414 |

6.25 If the ESF funding is replaced by S106 the same targets will be applied to WorkPath overall although criteria and evidence requirements can be adjusted to better reflect local delivery; for example alignment to benefit status, using evidence that is more robust but easier to access, aligning to existing WorkPath monitoring guidelines. This will increase programme flexibility but not affect the quality of the outcome. It is worth noting that ESF client represent approximately 25% of the overall WorkPath direct service delivery for which the target moving forward in 2018/19 will be:

| | |
|--|------|
| Starts on programme (i.e. local residents engaged and receiving support) | 2000 |
| Tower Hamlets residents into employment | 800 |
| Tower Hamlets residents sustaining employment (6m+) | 500 |

Other Funding Sources

6.26 The council is already match funding the £1.4 million ESF allocation with £628,400 from existing General Fund allocations and £771,600 from S106 contributions (see ESF Employment Support PID). The amount of match funding that is actually required will reduce proportionally if a partial payment of ESF is received for work undertaken so far (for example, if we only receive 50 percent of the ESF funding then we will only be required to provide 50 percent of the match).

Related Projects

- 6.27 WorkPath includes a number of projects in its core delivery model and works in partnership with a wide range of employment support providers, training providers and employers across the borough. WorkPath clients go on to work in many different sectors including construction, hospitality and health. WorkPath provides support to sector specific training programmes by identifying candidates, preparing people to succeed on courses (for example help with childcare, debt management and basic skills) and then brokering appropriate job opportunities.
- 6.28 Of particular relevance to this PID is the role WorkPath plays to make the new construction training project successful. To date 26 percent of eligible ESF clients have registered for support with construction careers and 46 percent have entered construction related employment. If WorkPath cannot run at capacity it will not be able to support as many clients, and therefore referrals into the construction training project and the overall numbers of people available and ready to start construction jobs will decrease.
- 6.29 Although WorkPath supports other S106 funded projects the performance monitoring is designed to prevent service duplication, double counting and competition for outcomes.

7.0 Approach to Delivery and On-going Maintenance/Operation

- 7.1 ESF funding is monitored on a monthly basis and funding claimed in arrears. If replacement S106 funding is made available the current monthly reviews of programme performance will continue with formal reporting on a quarterly basis in line with S106 and wider WorkPath monitoring requirements.
- 7.2 The WorkPath employment programme provides a user focused approach, offering tailored support to meet the specific needs of individual clients. Newly-engaged clients receive a preliminary assessment of their level of job readiness and their support needs. Those who are job-ready, or who require only minimal assistance to be able to access the labour market (for example CV preparation or specific short-term vocational training), are referred directly to a brokerage officer who will provide support in preparing and applying for job vacancies. Clients who are not job ready are referred to a caseworker in the information, advice and guidance (IAG) team.
- 7.3 The IAG caseworker undertakes a comprehensive assessment of the resident's aspirations and needs as well as their barriers to employment. They are then responsible for ensuring that the client is referred to appropriate sources of support for their needs from the very beginning of their engagement with the service. This approach avoids the need for assessment by each successive provider or

multiple re-referrals to find the appropriate provision.

- 7.4 The caseworker continues to be the client's main point of contact throughout their journey into employment, irrespective of their level of job-readiness on initial engagement or the duration of support required. They maintain an overview of all the services available to residents (whether they are offered within WorkPath, by other services within the council, or by partner organisations) and coordinate this support on behalf of the client, continually assessing the impact of each intervention.
- 7.5 This integrated employment support model operates across Tower Hamlets and all industry sectors, and is open to all borough residents. The service is based at the WorkPath office in Upper Bank Street with outreach in key locations such as children's centres and Idea Stores, to ensure that it is accessible to residents.
- 7.6 In order to resource the delivery model for the ESF programme, a temporary project delivery structure was put in place which permits staffing capacity to be reallocated within the service. This structure includes substantially increased information, advice and guidance (IAG) capacity which is at the core of the intensive employment support provided to residents who are furthest from the labour market.

8.0 Infrastructure Planning Evidence Base Context

- 8.1 Whilst the reported Evidence Base (2016) does not directly identify projects focusing on employment programmes such as the Council's WorkPath programme which this PID seeks funding for, it makes reference to a body of plans, policies and strategies relating to the wider skills training and education of residents.
- 8.2 In addition to the above, the Evidence Base references the Council's adopted Employment Strategy, which aims to: "...outline how best to help Tower Hamlets residents' capitalise on the dynamic employment growth occurring around them."
- 8.3 It is noted that, whilst job creation within Tower Hamlets will increase from 261,000 in 2014 to 465,000 in 2036, a growth of 78% (compared to 14% in London as a whole), for most current employment performance indicators it is clear that Tower Hamlets falls below the average performance of other London Boroughs, and that there is therefore in need of investment to increase employment opportunities for residents. Whilst the current Evidence Base is here referring to capital infrastructure, the provision of training, support and information, the support which this PID seeks to provide will provide a compliment to the overall desire to increase employment and economic activity within Tower Hamlets.

9.0 Opportunity Cost of Delivering the Project

- 9.1 The S106 sought with this PID is solely for replacing the ESF Unlocking Opportunities allocation and ensuring continued delivery of WorkPath until March 2019. The funding will be used to meet the revenue costs of delivering the existing WorkPath programme and reduce financial risk to the council.
- 9.2 WorkPath has been designed to meet the council's strategic plan objective to create opportunity by supporting aspiration and tackling poverty. The replacement funding ensures the programme will continue to support Tower Hamlets residents into sustainable employment.
- 9.3 If S106 funding is not identified to replace the ESF funding, WorkPath will no longer be able to deliver at capacity. A re-profiling of the programme would be required, with restrictions placed on eligibility and intensity of support, to help manage down programme demand. This will make it challenging to retain the focus on the most vulnerable, harder to reach groups.
- 9.4 WorkPath provides a central, scalable model for additional employment support programmes to link into. Without WorkPath running at capacity the added value of such a collaborative approach to employment support delivery will be lost.
- 9.5 Withdrawing from ESF has not impacted the council's relationship with the managing agencies and the other Growth Boroughs. Detailed negotiations have taken place with relevant stakeholders to minimise any risk to partners. And LB Hackney's earlier withdrawal from the programme has been used as a model for LBTH's exit at the request of the AB.
- 9.6 Every opportunity to reduce the amount of S106 required to replace ESF will be sought so that where possible, and without compromising WorkPath's delivery to priority groups, the funding can be returned and made available for other employment and training projects.

10.0 Local Employment and Enterprise Opportunities

- 10.1 The Growth Boroughs' ESF funded employment support programme, for which replacement funding for Tower Hamlets is sought through this PID, is directly

concerned with increasing employment opportunities for residents by providing intensive support to help those furthest from the labour market to access work. It closely supports the objectives of the Employment Strategy, the Review of Employment Delivery, as well as other strategic objectives relating to Growth and Economic Development.

11.0 Financial Programming and Timeline

Overall Project Budget

| Table 1 | | | |
|---|----------------------|----------------------------------|-----------------------------------|
| Financial Resources | | | |
| Description | Amount | Funding Source | Funding (Capital/ Revenue) |
| Project delivery - funding to underwrite the £1,400,000 ESF allocation (contingency) | £1,005,310.98 | S106 (through this PID) | Revenue |
| Project delivery – salaries in kind | £628,400 | Existing General Fund allocation | Revenue |
| Project delivery – ancillary costs | £771,600 | Existing S106 allocation | Revenue |
| Total | £2,405,310.98 | | |

- 11.1 This PID seeks S106 as replacement for ESF Unlocking Opportunities funding and to ensure continued delivery of WorkPath until the end of March 2019. Any funding that is not spent, or no longer required, will be returned to the S106 portfolio.

Project Management

- 11.2 The council's Growth and Economic Development team manages the employment support project, WorkPath and so will manage the S106 funding. Costs are already included in the existing General Fund and S106 allocations for WorkPath.

Financial Profiling

| Table 2 | | | | | | |
|----------------------------|-----------------------------|-----------------------------|------------------------------|-----------------------------|-----------------------------|---------------------|
| Financial Profiling | | | | | | |
| Description | Year 2 (16/17) | Year 3 (18/19) | | | | Total |
| | Q4 Jan- Mar 2018 | Q1 Apr- Jun 2018 | Q2 Jul- Sept 2018 | Q3 Oct- Dec 2018 | Q4 Jan- Mar 2019 | |
| Project delivery | 201,062.20 | 201,062.20 | 201,062.20 | 201,062.20 | 201,062.18 | 1,005,310.98 |
| Total | 201,062.20 | 201,062.20 | 201,062.20 | 201,062.20 | 201,062.20 | 1,005,310.98 |

Outputs/Milestone and Spend Profile

| Table 3 | | | |
|--|---------------------------------------|-----------------------|-------------------------------|
| Project Outputs/Milestone and Spend Profile | | | |
| ID | Milestone Title | Baseline Spend | Baseline Delivery Date |
| 1 | 1764 starts on programme (cumulative) | £201,062.20 | March 2018 |
| 2 | 518 job entries (cumulative) | £402,124.39 | September 2018 |
| 3 | 414 sustained jobs (cumulative) | £402,124.39 | March 2019 |
| Total | | £1,005,310.98 | |

12.0 Project Team

12.1 Information regarding the project team is set out below:

- Project Sponsor: Vicky Clark, Divisional Director, Growth and Economic Development
- Project Manager: Michael Cunningham, Economic Programmes Manager, Growth and Economic Development

13.0 Project Reporting Arrangements

| Table 4 | | | |
|---|--|---|------------------|
| Group | Attendees | Reports/Log | Frequency |
| Growth and Economic Development programme board | Divisional Director, Growth and Economic Development | Progress reporting; Key risks and issues; Monitoring; Evaluation; | Quarterly |

| Table 4 | | | |
|--|--|---|----------------------------------|
| Group | Attendees | Reports/Log | Frequency |
| | (Chair), Economic Programmes Manager, Apprenticeship Training & Skills Manager, Employment & Enterprise Manager, Directorate Finance representative and relevant project managers from within the service | Delivery plan revisions; | |
| LB Hackney – accountable body monitoring | Officers from LB Hackney and GLA European Programmes Monitoring Unit | As above – regarding project delivery until end of December 2017 and end of June 2018 for sustained jobs. | Quarterly until end of June 2018 |

14.0 Quality Statement

14.1 The project will adhere to quality guidelines put in place for the Growth and Economic Development service as a whole and for the delivery of council employment support services in particular. It is anticipated that the Matrix Standard for information, advice and guidance services (or other equivalent quality framework) will be put in place for the employment delivery functions of the Growth and Economic Development service during the lifetime of this 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 | Lack of engagement from local residents | Beneficiary engagement | Inability to deliver a cost-effective project | Substantial numbers of potential beneficiaries have already been identified from the service's existing client base, and arrangements have been made with key partners including Jobcentre Plus for referral of clients onto the programme. However, contingency engagement plans will be put in place. | 1 | 2 | 2 |
| 2 | Unable to recruit suitable staff | Recruitment | Unable to deliver a service that meets the high standards required | Utilise existing LBTH recruitment channels, promote to relevant stakeholders and explore secondment options | 2 | 2 | 4 |
| 3 | Support provision to address client barriers | Client assessment and referral mechanisms | Unable to identify and/or provide appropriate provision to meet client needs | Comprehensive mapping of existing partner provision and establishment of referral pathways through Integrated Employment Service partnership | 1 | 2 | 2 |

| Table 6 | | | | | | | |
|----------|---|---|---|---|------------|--------|-------|
| Risk No. | Risk | Triggers | Consequences | Controls | Likelihood | Impact | Total |
| 4 | Replacement S106 funding not spent | More ESF funding received than anticipated or other factors necessitate restructure of WorkPath programme | S106 is no longer required | Regular review of programme finances and forecasting. Release of funding back into S106 portfolio for allocation to other projects. | 2 | 2 | 4 |
| 5 | Duplication with other S106 employment projects | Lack of clear monitoring criteria and project guidelines | Double counting of outcomes leads to inaccurate reporting, competition for outcomes | Business planning of in- house project delivery and commissioning prevents duplication and ensures any new activity fills gaps and complements existing provision. Clear guidelines issued to front line staff. | 2 | 2 | 4 |

16.0 Key Project Stakeholders

16.1 The key stakeholders are shown in Table 5 below and have been engaged from the earliest stages of the project and will be through to project closure.

| Table 5 | | | |
|-------------------------|-------------------|------------------------------|-------------|
| Key Stakeholders | Role | Communication Method | Frequency |
| Long term unemployed or | Potential clients | Appropriate engagement tools | As required |

| Table 5 | | | |
|--|--|--|--------------------------------------|
| Key Stakeholders | Role | Communication Method | Frequency |
| economically inactive residents | | and techniques will be used to engage and support identified target groups | |
| Elected members | Strategic direction and accountability for achievement of strategic objectives (some of which this project will deliver against) | Regular 1:1s with lead member, further updates as required | Weekly 1:1s, additional as required |
| Integrated employment service partners | Client referrals, support to overcome identified barriers | Regular meetings, emails, telephone etc. | As required |
| Tower Hamlets Council S106 project manager | Overseeing delivery of project, providing PCOP with progress reports. | Regular reports and updates via agreed reporting routes, by email or telephone | Quarterly |
| LB Hackney | Growth Boroughs accountable body | Regular meetings and formal reporting | Quarterly until ESF claims complete. |

17.0 Stakeholder Communications

17.1 The development of any promotional material (website pages, leaflets, posters,

banner stands and social media messages) will be led by LBTH Growth and Economic Development in conjunction with LBTH Communications Team. In all our project communications the service will:

- Utilise the communications channels used by the customers that we support
- Demonstrate value for money in all aspects of the project

17.2 The Communications Plan is built on the following approach:

- Leverage of existing services and networks (WorkPath) to make contact and recruit clients onto the programme
- Engage, inform and recruit new clients via outreach and through use of local communications tools, community events and social media such as Twitter/Facebook
- Targeted approach based on identifying appropriate an outreach and marketing approach for priority groups

17.3 LBTH's Growth and Economic Development Service has an established network of partners and these are being formalised into the new WorkPath service that will bring together all relevant stakeholders in order to rationalise service delivery and provide holistic support to addressing local residents' employment barriers. It receives referrals and actively recruits clients through in-house employment services and other partners such as:

- Jobcentre Plus
- Local Housing Associations
- Public Health
- Existing internal employment and training programmes (e.g. Working Start, Women in Health)
- Internal council departments (e.g. Troubled Families, Safer Communities Team, Parent and Family Support, Benefits, Housing, etc.)
- LBTH Careers Service
- LBTH Children's Centres
- Community Hubs/Centres
- Local Schools Network
- Community/Third Sector organisations operating in the borough (e.g. Limehouse Project, The Prince's Trust, etc)
- Mental Health and Disability Community Organisations (e.g. Mind, Tower Project, Deafplus, etc.)

- Local training providers
- Skills centres (e.g. Tower Skills)

17.4 The above list is not exhaustive and the service is constantly seeking and building relationships with new stakeholders.

17.5 The key communication tools which the Growth and Economic Development Service uses for regular communication are:

- Employment and Skills webpages on LBTH website (and the staff intranet)
- Regular articles/advertisements in the council’s free newspaper East End Life, distributed to every home in the borough
- Leaflets, posters and pdfs sent via emails to partners, community hubs, libraries and leisure centre, contact centres, GP surgeries and children’s centres, etc
- LBTH Growth and Economic Development Service presence at recruitment and community events across the borough
- Emailing opportunities to existing eligible clients
- Contacting via telephone existing eligible clients
- Word of mouth

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 | | | |

Project Closure

[Please note that once this project has been completed a Project Closure Document is to be completed and submitted to the Infrastructure Planning Team and the S106 Programme Manager.]

Appendices

[Amend as necessary]

Appendix A: Recorded Corporate Director's Action Form;

Appendix B: Risk Register;

Appendix C: Project Closure Document

Project Closure Document

| | | | | | | | |
|---------------------------------|---|---|--|------------|--|-----------|--|
| Project Closure Document | | | | | | | |
| 1. | Project Name: | | | | | | |
| 2a. | Outcomes/Outputs/Deliverables I confirm that the outcomes and outputs have been delivered in line with the conditions set out in the any Funding Agreement/PID including any subsequently agreed variations. | Please Tick ✓ <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; text-align: center;">Yes</td> <td style="width: 25%;"></td> <td style="width: 25%; text-align: center;">No</td> <td style="width: 25%;"></td> </tr> </table> | | Yes | | No | |
| Yes | | No | | | | | |
| 2b. | <ul style="list-style-type: none"> Key Outputs <i>[as specified in the PID]</i> Outputs Achieved <i>[Please provide evidence of project completion/delivery e.g. photos, monitoring returns / evaluation]</i> Employment & Enterprise Outputs Achieved <i>[Please specify the employment/enterprise benefits delivered by the project]</i> | | | | | | |
| 3a. | Timescales I confirm that the project has been delivered within agreed time constraints. | Please Tick ✓ <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; text-align: center;">Yes</td> <td style="width: 25%;"></td> <td style="width: 25%; text-align: center;">No</td> <td style="width: 25%;"></td> </tr> </table> | | Yes | | No | |
| Yes | | No | | | | | |
| 3b. | <ul style="list-style-type: none"> Milestones in PID <i>[as specified in the PID]</i> Were all milestones in the PID delivered to time <i>[Please outline reasons for any slippage encountered throughout the project]</i> Please state if the slippage on project milestone has any impacts on the projects spend (i.e. overspend) or funding (e.g. clawback) | | | | | | |
| 4a. | Cost I confirm that the expenditure incurred in delivering the project was within the agreed budget and spent in accordance with PID | Please Tick ✓ <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; text-align: center;">Yes</td> <td style="width: 25%;"></td> <td style="width: 25%; text-align: center;">No</td> <td style="width: 25%;"></td> </tr> </table> | | Yes | | No | |
| Yes | | No | | | | | |
| 4b. | <ul style="list-style-type: none"> Project Code Project Budget <i>[as specified in the PID]</i> Total Project Expenditure <i>[Please outline reasons for any over/underspend]</i> Was project expenditure in line with PID spend profile <i>[Please outline reasons for any slippage in spend encountered throughout the project]</i> | | | | | | |

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

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

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PROJECT INITIATION DOCUMENT

(2018)

London Square PID

Version Control

| Version Number | Author and Job Title | Purpose/Change | Date |
|----------------|---|--|----------|
| 0.1 | Naznin Chowdhury – Civic Centre Project Manager | <i>Draft to IDSG Programme Manager</i> | 05/12/17 |

Project Initiation Document (PID)

| | | | |
|--|--|--------------------------|------------|
| Project Name: | London Square (Civic Centre Project) | | |
| Project Start Date: | 01/12/2017 | Project End Date: | 01/03/2022 |
| Relevant Heads of Terms: | N/A | | |
| Responsible Directorate: | Place | | |
| Lead Member: | Cllr. David Egdar | | |
| Project Manager: | Naznin Chowdhury | | |
| Tel: | 0207 364 7356 | Mobile: | |
| Ward: | Whitechapel | | |
| Delivery Organisation: | Civic Centre Project team | | |
| Funds to be passported to an External Organisation? ('Yes', 'No') | No | | |
| Does this PID involve awarding a grant? ('Yes', 'No' or 'I don't know') | Yes | | |
| Supplier of Services: | Design & Build Contractor TBC RIBA stage 1 design services supplier are Kinnear Landscape Architects | | |
| Is the relevant Lead Member aware that this project is seeking approval for funding? | Yes | | |
| Is the relevant Corporate Director aware that this project is seeking approval for funding? | Yes | | |
| Does this PID seek the approval for capital expenditure of up to £250,000 | No | | |

| | |
|--|------------|
| using a Recorded Corporate Director's Action (RCDA)? (if 'Yes' please append the draft RCDA form for signing to this PID) | |
| Has this project had approval for capital expenditure through the Capital Programme Budget-Setting process or through Full Council? ('Yes' or 'No') | No |
| <u>S106</u> | |
| Amount of S106 required for this project: | None |
| S106 Planning Agreement Number(s): | N/A |
| <u>CIL</u> | |
| Amount of CIL required for this project: | £1,486,800 |
| Total CIL/S106 funding sought through this project | As above |
| Date of Approval: | N/A |

This PID will be referred to the Infrastructure Delivery Steering Group (IDSG):

| Organisation | Name | Title |
|---------------------|----------------|---|
| LBTH – Place | Ann Sutcliffe | Acting Corporate Director, Place (<i>Chair</i>) |
| LBTH – Place | Owen Whalley | Divisional Director Planning & Building Control |
| LBTH – Resources | Paul Leeson | Business Manager |
| LBTH – Place | Andy Scott | Acting Service Head for Economic Development |
| LBTH – Place | Matthew Pullen | Infrastructure Planning Manager |
| LBTH – Governance | Fleur Francis | Team Leader, Planning Legal |
| LBTH – | Sophie Chapman | Planning Lawyer |

| Organisation | Name | Title |
|-------------------------------------|------------------------|---|
| Governance | | |
| LBTH – Governance | Andy Simpson | Business Improvement & S106 Programme Manager |
| LBTH – Governance | Helen Green | S106 Portfolio Coordinator |
| LBTH – Governance | Tope Alegbeleye | Strategy, Policy & Performance Officer |
| LBTH – Governance | Oscar Ford | Service Manager - Strategy, Performance & Resources |
| LBTH – Health, Adults and Community | Flora Ogilvie | Associate Director of Public Health |
| LBTH – Children’s | Janice Beck | Head of Building Development |
| LBTH – Place | Christopher Horton | Infrastructure Planning Team Leader |
| LBTH – Place | Marissa Ryan-Hernandez | Strategic Planning Manager |
| LBTH – Place | Paul Buckenham | Development Manager |
| LBTH – Place | Alison Thomas | Head of Housing Strategy, Partnerships and Affordable Housing Strategy, Sustainability and Regeneration |
| LBTH – Place | Richard Chilcott | Acting Divisional Director, Property & Major Programmes |
| LBTH – Place | Jonathan Taylor | Sustainable Development Team Leader |
| LBTH – Place | Abdul J Khan | Service Manager, Energy & Sustainability |
| LBTH - Place | Hannah R Murphy | Principal Growth & Infrastructure Planner |

Related Documents

| ID | Document Name | Document Description | File Location |
|---|--|----------------------|---|
| If copies of the related documents are required, contact the Project Manager | | | |
| CCP 1 | London Square red line plan – see appendix 1 | Red line boundary | Request from Project Manager |
| CCP 2 | 2 nd June 2017 Cabinet report | Business case | https://democracy.towerhamlets.gov.uk/mgChooseDocPack.aspx?ID=7730 |

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1.0 Purpose of the Project Initiation Document

- 1.1 This PID is concerned with the London Square (see attached plan in appendix. 1) project which forms part of the council's wider Civic Centre project which will bring the former Royal London Hospital on Whitechapel Road back into public use as the council's main administrative headquarters. London Square is a parcel of land located to the rear of the Civic Centre site and in front of Barts Health NHS Trust (Barts) Royal London Hospital. The site is primarily owned by Barts, but a small portion (c.20%) falls within the council's ownership. London Square is the 'current' name given to this parcel of land which is allocated as new public open space in the Whitechapel Vision Supplementary Planning Document (SPD).
- 1.2 The CIL funding request which is the subject of this PID will provide for an:
- Initial brief (RIBA stage 1) site surveys, analysis and feasibility study.
 - Concept design (RIBA stage 2) of an indicative landscape plan and associated site analysis and surveys.
 - Developed design (RIBA stage 3) of the proposed design and layout of the public space and associated community and stakeholder engagement including a planning application to the Local Planning Authority (LPA) to be granted permission to develop London Square.
 - Technical design of London Square (RIBA stage 4)
 - Construction and delivery of London Square (RIBA stage 5) subject to securing funding.
- 1.3 It should be noted that there are a number of interdependencies relating to the delivery of this Square. Most significantly, a legal agreement that is required for sign off by Barts consenting to the proposed design and delivery of the Square. Additionally, London Square is of strategic interest to the Local Planning Authority (LPA) as the requirement for a public space at this location in Whitechapel is stipulated in the adopted Whitechapel Vision Masterplan SPD to address an under-provision of public open space in the local area.

The London Square

- 1.4 This project aims to provide:
- A civic setting for the new Civic Centre development
 - A strong visual amenity for the local area in between two commercially dense (employment) sites
 - Build accessible routes through the Whitechapel Masterplan area strengthening the green spine

- Creation of a space for public enjoyment, recreation and community events

1.5 Under the typology of open space in the council's strategy the London Square is classified as both a civic space; providing a setting for civic buildings, public gatherings and community events, as well as an amenity green space; allowing for informal activities close to home or work or enhancement of the appearance of residential or other areas. As far as the first of these classifications it will serve as an outdoor public space connected to the Tower Hamlets civic centre and will be used by staff and visitors to the council. A key feature of this is that it will offer an inviting, attractive and social space which will be used by visitors to the ground floor local presence area of the civic centre, visitors to the hospital and offering an outside space that staff and members of the public can use as a spill out area.

1.6 This Project Initiation Document (PID) will define the *London Square* 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 *CIL funding* on the named project which will provide the IDSG with a sound basis for their decision;
- Provide a baseline document against which the Project Team, Project Manager (and in some cases) the Project Board can assess progress and review changes.

2.0 CIL Context

Background

2.1 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.

2.2 On the 5th January 2016, the Mayor in Cabinet agreed the implementation of a new Infrastructure Delivery Framework which will help ensure the process concerning the approval and funding of infrastructure using CIL/S106 will be appropriately informed and transparent.

CIL

2.3 This PID does seek approval for the expenditure of CIL funding. In terms of the

approval to allocate CIL funding, the project detailed within this PID complies with the requirements for spending CIL.

3.0 Equalities Analysis

- 3.1 When making decisions, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who do not (the public sector equality duty). A proportionate level of equality analysis is required to discharge the duty.
- 3.2 The proposed public space will be accessible to all residents and free of charge at the point of entry. An Equalities checklist has been carried out and is attached with this PID.

4.0 Legal Comments

- 4.1 The Community Infrastructure Levy (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').
- 4.2 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. It can be used to provide new infrastructure, increase the capacity of existing infrastructure or to repair failing existing infrastructure, if this is necessary to support development.
- 4.3 Infrastructure is defined by s216 of the Planning Act 2008 to include open space. The works to be carried out to London Square is likely to fit within a wide definition of this, however; the definition is not exclusive and we are satisfied that this project meets infrastructure of that type and that it is vital to support the development of the Council's area.
- 4.4 A charging authority must apply CIL to funding the provision, improvement, replacement, operation or maintenance of infrastructure to support the development of its area, as set out in Regulation 59 of the 2010 Regulations.
- 4.5 Legal Services notes from the project budget at section 11 of this PID that a proportion of the amount of £1,486,800 requested as funding from CIL is to be used to fund professional fees, surveys and various other costs which are required to

inform the delivery of this project. Whilst this is not infrastructure itself, Legal Services is satisfied that the delivery of significant infrastructure projects naturally require project management, design costs, consultation costs etc. and therefore such enabling costs (without which infrastructure could not be delivered) can appropriately be funded from CIL costs.

- 4.6 It is noted that CIL shall be used to fund the costs of delivering a new London Square, of which approximately 80% of the land, on which London Square is located, is owned by Barts. As this payment shall benefit an external organisation and the Council is under no legal obligation or duty to provide this payment; it is discretionary and considered to be a grant. As such, approval must first be sought from the Grants Determination (Cabinet) Sub-Committee before any payment is made.
- 4.7 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. An Equality Analysis Quality Assurance Checklist is appended to this PID which is proportionate at this stage of the project.
- 4.8 These comments are limited to addressing compliance of the Council's expenditure of CIL (as based on the information detailed in the PID) and advice on any other legal matters (such as advice on procurement) should be sought separately if appropriate.

5.0 Overview of the Project

- 5.1 This PID seeks approval to allocate CIL funding for the London Square, an allocation for this project is supported within the Council's Regulation 123 list to be allocated to Open Spaces. CIL is sought for area 1 of the Tower Hamlets Local Infrastructure Fund which captures the wards Weavers, Spitalfields and Banglatown, Whitechapel, St Katharine's and Wapping, Shadwell (not including a portion in the east), Stepney Green, St Peter's, Bethnal Green, St Dunstan's. At present there are no monies within the Civic Centre Project budget allocated to fund the design and delivery of London Square. The square is needed to support the development of the council's new Civic Centre. Moreover, the project meets the requirements for CIL funding as the square is of strategic importance to the LPA, local stakeholders such as Barts and elected members. The CIL funding secured would be applied to deliver new infrastructure in Whitechapel.

- 5.2 The delivery of London Square was not secured as part of the 2005 Royal London Hospital Development Planning approval. However, the decision notice dated 2005 refers to the provision of London Square stating “Full details & samples of the following parts of the development shall be submitted to and approved by the council as local planning authority before any works thereby affected are commenced [...] London Square full detailed design for use & appearance including landscaping lighting and security arrangements”. This condition did not mean the square had to be delivered, but only that if it was then it would need to be in accordance with the LPA’s prior approval of such details. As a result the London Square was not secured by the LPA nor was an enforceable condition applied to the hospital redevelopment to secure the square.
- 5.3 During RIBA Stage 3 of the Civic Centre project the team engaged in pre-application consultation with the LPA which was concluded on 3rd November with submission of the planning application and listed building consent. Originally, the LPA requested that London Square should be included within the red line of the civic centre planning application boundary. The project team’s planning consultants advised that London Square should not be part of the main planning application as the site is largely not in the council’s ownership. There would be a risk that the delivery of the square would be made a planning condition that would hamper the delivery of the civic centre.
- 5.4 Subsequently, it was agreed with the LPA that the project team would submit an indicative design for London Square, together with a robust programme, timetable and a signed Memorandum of Understanding (MoU) on the design and delivery of the square ahead of the determination of civic centre application on 15th February 2018. This planning strategy for London Square will need to be agreed with Barts. To date Barts have stated that they have no capital contributions to put towards the delivery of London Square in the short term (there may be opportunities to secure CIL or s106 funding from Barts as they bring forward their emerging development masterplan).

6.0 Business Case

- 6.1 The PID supports the council’s corporate priorities through the proposal to provide a high quality public space delivering on the Community Plan objective of a ‘Great Place to Live’, and improving local areas to deliver better public amenity to make a more sustainable and greener Tower Hamlets. These are a part of the aims of the council’s Strategic Plan 2016-2018.

Council’s Civic Centre Project

- 6.2 The London Square project is concerned with the wider Civic Centre project. This project hopes to bring the former Royal London Hospital site at Whitechapel back into public use as the council's main administrative building. The proposal for the Civic Centre site involves demolition of the south-west wing of the former hospital, and partial demolition of the Grocer's Wing with façade retention. The grade II listed 1750s building ('the front block') and chapel will be retained.
- 6.3 The current lease on Mulberry Place will expire in June 2020. At the Cabinet meeting on 3 November 2015 the Mayor determined that the council should consolidate its operation in a new civic centre, thereby reducing the use of disparate and poorly-sited buildings. The consolidation of council administrative buildings onto a new civic centre would allow for the disposal of a number of sites for the capital receipts to cross-fund the new development, and deliver affordable housing when bought forward as planning-compliant housing schemes.
- 6.4 The Civic Centre Project objectives, as formally agreed at this Cabinet meeting are:
- To develop a sustainable, multipurpose, civic centre in the geographic heart of the borough and with excellent transport connections.
 - As required by the Asset Strategy, to rationalise the council's operations to provide more efficient internal communications and cross-council working and reduce the council's revenue cost of holding empty redundant buildings
 - To maximise opportunities to make financial savings from efficient use of accommodation
 - To deliver year-on-year operational savings to the council and deliver significant new housing to the borough
- 6.5 In June 2017 the Civic Centre project revisited Cabinet to seek approval to proceed to RIBA Stage 3 (including the planning application submission), and to adopt a capital estimate for the construction and associated costs to build the new civic centre. London Square is critical to the overall Civic Centre project owing to its location and proximity to the site. The timely delivery of London Square is supported by the project team, the LPA, elected members and the Greater London Authority (GLA). The first object of the London Square project is that it offers much needed outdoor public open space in Whitechapel for those visiting the civic centre or the Royal London Hospital, and staff working at these sites. The second objective of London Square is that it achieves an adopted policy requirement for the provision of amenity green space as required in the Whitechapel Vision Masterplan SPD.

Whitechapel Vision SPD

- 6.6 In November 2013 the council adopted the Whitechapel Vision Masterplan SPD to help direct and manage the expected growth in Whitechapel over the next decade. The vision identifies six key place transformations, of which one is the civic centre project (described as the new civic hub) that will contribute to Whitechapel becoming a world class destination for living, working, and visiting. A feature of the civic hub is the creation of a new civic square in response to a lack of open space in the local area (Valance Gardens highlighted as the only large publicly assessable open space in the area); the aspiration for the square is that it provides:
- A meeting place and focal point for the community including residents, workers and visitors to the area
 - A space for temporary and specialist street markets
 - A space for community events and festivals
- 6.7 The SPD also establishes a new green route (known as the green spine) which provides a linear north/south connection between Whitechapel Road and Commercial Road to offer a more direct pedestrian route.

Tower Hamlets Open Space Strategy

- 6.8 The revised Open Space Strategy for Tower Hamlets 2017 to 2027 seeks to address the mismatch between population growth in the borough and the volume of open space, in 2017 there is less open space per resident in the borough. Tower Hamlets population is set to increase 26% to 374,000 by 2026 emphasising the need for more open space that is delivered at a faster rate. The following findings were observed for the Whitechapel area from the evidence base underpinning this strategy:
- The Whitechapel area falls outside the catchment of a park above 1 ha and 2 ha where catchment was defined as a 400 metres or 5 minutes walking distance.
 - Some of the most deprived wards in the borough such as Whitechapel have low levels of accessibility to and quantity of open space while projected to experience intense levels of population growth.
 - The projected open space deficiency in 2031 (based on ha per 1,000 people) is rated high in Whitechapel.
- 6.9 The strategic response to open space deficiencies in Whitechapel are aligned with the aspirations of the Whitechapel Vision SPD to provide improved connectivity to the existing open spaces and to create new space within development sites, and to deliver new pocket parks through Green Grid Strategy. The London Square PID responds positively to the Open Space Strategy supporting the realisation of two of

overarching principles to create; maximising the opportunities for publicly accessible open space, and connect; create new green corridors or spines which enhance existing provision and access to main destination points in the borough. The opening of the Crossrail station in December 2018 will create a step change in footfall in the area and an increased demand for public space.

- 6.10 Finally, the Tower Hamlets Health and Wellbeing Strategy 2017 draws attention to the importance of open space and links to improving health outcomes for borough residents. One of the five priorities of the strategy is 'creating a healthier place' through improvements to the physical environment which address a lack of open space, poor connections between green spaces, and reducing areas in the boroughs in borough with high levels of air pollution.

Project Drivers

- Operational – the need for additional public open space to serve the new civic centre development, and counter open space deficiencies in the local area as a result of increased population growth.
- Political – Mayoral priority to improve the environment of Whitechapel Road and the wider Whitechapel town centre, and address the incidence of high levels of air pollution in the area.
- Financial – the delivery of London Square is not a priority to Barts in the context of their emerging Whitechapel development masterplan and programme.
- Planning – The LPA consider the London Square as an integral part of the setting of the new civic centre and insisted that delivery of the square needs to be prioritised in order to meet the aspirations of the Whitechapel Vision SPD. The project team is currently in dialogue with Barts to draw up a Memorandum of Understanding (MoU) signed by both parties which outlines the funding arrangement, programme and timescales and agreed indicative layout of the square. The purpose of the MoU is to reassure the LPA that the project team is committed to bringing forward the delivery of London square in a timely manner.
- Legal – When the council purchased the former Royal London Hospital site it inherited an obligation to provide a public route through the civic centre building as stated in the 2015 Transfer document “For the period of 20 years from and including the date of completion of the construction of the route by the transferee pursuant to clause 12.9.4, a right of way for the transferor and its staff, patients and visitors in common with the transferee on foot only over the route for the purpose of the access and egress from Whitechapel Road between the hours of 8am and 6pm Monday to Friday.” The right of way will

be provided through the civic centre and London Square development to serve as a key access route to Barts' hospital.

Deliverables, Project Outcomes and Benefits

The project intends to deliver the following but is not limited to:

| Table: | |
|---|---|
| Deliverables | Measure |
| Provide a new welcoming, safe and accessible public open space in Whitechapel | RIBA Stage 6 (Handover and Close Out) March 2022 |
| Create an attractive and accessible civic square to complement the new civic centre development | RIBA Stage 6 (Handover and Close Out) March 2022 |
| Deliver a Part M compliant route through the Civic Centre building out to the public space to the rear of the building. This will establish an easy and accessible pedestrian route south from the Crossrail station. | RIBA Stage 3/4 design requirements. |
| Involve and engage local residents and stakeholders in the design of the square | Hold 2 half day community consultation events to present the proposed RIBA stage 1 design in Jan 2018 . Hold subsequent community engagement events at RIBA Stage 2/3. |
| Outcome | Measure |
| Positively responds to and addresses a shortage of public open space in Whitechapel as per findings in the Tower Hamlets Open Space Strategy 2017 | Implementation and delivery of a new London Square in March 2022 |
| Achieves an aspiration of the Whitechapel Vision SPD for the provision of a new public square around a major development site | Implementation and delivery of a new London Square in march 2022 |

| Table: | |
|---|---|
| Deliverables | Measure |
| | |
| Benefit | Measure |
| Meets the objectives of the council's Employment and Enterprise strategy through creating employment opportunities and work experience placement on an outdoor landscaping project. | Targets as stated in the Civic Centre project Main Contractor's Employment and Skills Plan for Social Responsibility |
| Encourage residents and visitor use of the square and increase footfall to the local area | The Whitechapel Vision delivery team held temporarily activated London Square in September 2015 the square attracted 48% passing footfall |

Other Funding Sources

- 6.11 Barts have confirmed that they have no capital contribution to make towards the design and delivery of London Square. However, it is expected that they make a contribution of up to 50% towards the maintenance costs of the square.
- 6.12 We have also explored potential funding avenues with the Whitechapel Vision Delivery Team, one such route was the reallocation of GLA Good Growth Fund which the team applied for in October 2017 for a series of public space interventions within the Whitechapel Masterplan area. The interventions related to Durward Street, Brady Street, Turner North Street, Vallance Road, Chicksand Street, Ford Square and Cavell Square as well as other green spine restorative spaces project.
- 6.13 Unfortunately, Tower Hamlets was not selected as a shortlist candidate. However, S106 funding has been secured for Ford Square which will benefit from new landscaping and improvements to the facilities within it, including a small playground. Funding was also secured for Cavell Square to transform existing underused public green space and provide a new multi ball games court and outdoor/adult gym.

7.0 Approach to Delivery and On-going Maintenance/Operation

- 7.1 Based on information provided by the council's Clean & Green team, it is estimated that the maintenance costs for London Square will be approx. £25,000 per annum.

Barts have already indicated that they will contribute towards these cost, however the proportion of their contribution is yet to be confirmed.

- 7.2 Details of how the square will be managed and maintained long term will be discussed and agreed with Barts and incorporated in the MoU. A copy of the agreed MoU will be provided in due course.

8.0 Infrastructure Planning Evidence Base Context

- 8.1 The Infrastructure Delivery Framework 2017 evidence base identifies Whitechapel ward to experience significant residential and employment growth. The completion of Crossrail by December 2018 will significantly increase access to strategic transport infrastructure to and from the civic centre. Moreover, the entrance of Crossrail will be aligned with the civic centre Grocers' Wing public entrance which also leads out to London Square. TfL's Crossrail Demand Forecasting Workshop in 2015 projects an additional 4,000 people entering and exiting the station during AM peak hours.

9.0 Opportunity Cost of Delivering the Project

- 9.1 Following review of the PID by the IDSG finance sub group in December 2017 adjustments were made to the project budget to reduce the overall cost of delivering this square. The project team initially valued the scheme at 1.9m based on a £500 per sqm public realm fee benchmark; this was subsequently reduced to a £400 per sqm. The project team do not envisage this will diminish the overall quality of the proposed public square; however the reduction in the overall cost will impact the proposed scheme, for example through removing the inclusion of water features and opting for more simplified street furniture. The landscape architects KLA will however work closely with the project team to ensure that the quality of the design is not compromised as a result of these adjustments.

- 9.2 The Infrastructure Delivery Plan sets out the infrastructure priorities in the borough. Delivering London Square with the Civic Centre project will:

- deliver a great space upon opening the Civic Centre;
- minimise disruption to the staff and visitors to the Civic Centre and Barts hospital, and
- optimise value for money.

- 9.3 The council's CIL Regulation 123 list includes references to "Open space, parks and

tree planting”. There are other public realm improvement projects proposed along the ‘Green Spine’ in Whitechapel which are being brought forward by the Whitechapel Delivery Team within the council.

9.4 There is also potential to explore whether a contribution could be made from the Local Infrastructure Fund (LIF) to complement strategic CIL. 25% of CIL collected can be allocated to the LIF as the neighbourhood portion up to March 2019 for this round of CIL.

9.5 There are four LIF areas within the borough, the proposed London Square falls within LIF area 1. Consultation carried out during summer 2017 asked borough residents to prioritise funding for nominated projects. The LIF area 1 consultation highlighted parks and green spaces, cycling and walking routes and town centre improvements as the top three funding priorities.

10.0 Local Employment and Enterprise Opportunities

10.1 Through the procurement of the main contractor the project team has secured substantial economic benefits relating to employment and enterprise which will be delivered as part of this and the wider civic centre project. The opportunities include:

- Job vacancies to be advertised via Workpath
- Job opportunities to be secured by local residents
- Work experience placements and apprenticeship opportunities for Tower Hamlets residents
- Job fairs and meet the buyer SME events
- SME mentoring and attendance at SME local business forums

10.2 We will engage with the Council’s Employment and Enterprise team throughout the project stages to ensure that the project delivers local economic benefits, and ensure the targets set are aligned with the objectives of the borough Employment and Enterprise strategies.

11.0 Financial Programming and Timeline

Project Budget

| Table 1 | | | |
|---------------------------------------|------------------|-----------------------|-----------------------------------|
| Financial Resources | | | |
| Description | Amount | Funding Source | Funding (Capital/ Revenue) |
| RIBA Stage 1 – Brief | 28,333 | CIL | Capital |
| RIBA Stage 2 – Concept | 92,667 | CIL | Capital |
| RIBA Stage 3 – Developed Design | 63,333 | CIL | Capital |
| RIBA Stage 4 – Technical Design | 41,667 | CIL | Capital |
| RIBA Stage 5 – Construction | 1,240,000 | CIL | Capital |
| RIBA Stage 6 – Handover and Close Out | 20,800 | | |
| Total | 1,486,800 | | |

Any project contingency or unspent funds will be returned.

Project Management

The project will be managed by the existing civic centre project team; no additional funding will be sought for the project management of the London Square project.

Financial Profiling

| | RIBA | 1 | 1/2 | 2 | 3 | 3/4 | 4 | | |
|----------------------------|--------------|----|--------|--------|--------------|--------|--------|--------|---------|
| Table 2 | | | | | | | | | |
| Financial Profiling | | | | | | | | | |
| Description | Year 2017/18 | | | | Year 2018/19 | | | | Total |
| | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | |
| Works Cost | | | | | | | | | 0 |
| Professional Fees | | | 10,000 | 20,000 | 40,000 | 40,000 | 20,000 | 20,000 | 150,000 |
| Surveys & other on-costs | | | 5,000 | 10,000 | 16,000 | 5,000 | 0 | 0 | 36,000 |
| Contingency | | | 0 | 10,000 | 10,000 | 10,000 | 5,000 | 5,000 | 40,000 |
| Total | | | 15,000 | 40,000 | 66,000 | 55,000 | 25,000 | 25,000 | 226,000 |
| | RIBA | | | | 5 | 5 | 5 | 5 | |

| Table 2 | | | | | | | | | |
|----------------------------|--------------|----|----|----|--------------|---------|---------|---------|-----------|
| Financial Profiling | | | | | | | | | |
| Description | Year 2019/20 | | | | Year 2020/21 | | | | Total |
| | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | |
| Works Cost | | | | | | 388,000 | 388,000 | 406,000 | 1,182,000 |
| Professional Fees | | | | | | 9,000 | 9,000 | 10,000 | 28,000 |
| Surveys & other on-costs | | | | | | | | | 0 |
| Contingency | | | | | | 10,000 | 10,000 | 10,000 | 30,000 |
| Total | | | | | | 407,000 | 407,000 | 426,000 | 1,240,000 |
| | RIBA | | | 6 | | | | | |

| Table 2 | | | | | | | | | |
|----------------------------|--------------|----|----|--------|----|----|----|----|--------|
| Financial Profiling | | | | | | | | | |
| Description | Year 2021/22 | | | | | | | | Total |
| | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | |
| Works Cost | | | | 18,000 | | | | | 18,000 |
| Professional Fees | | | | 2,000 | | | | | 2,000 |
| Surveys & other on-costs | | | | | | | | | 0 |
| Contingency | | | | 800 | | | | | 800 |
| Total | | | | 20,800 | | | | | 20,800 |

Outputs/Milestone and Spend Profile

RIBA stage 1 - this includes developing and agreeing the project objectives and sustainability aspirations while carrying out site surveys in order to better understand the parameters and constraints of the site. All of this contributes to feasibility studies and design options. Concurrently during this phase will we also produce the London Square MoU to be jointly agreed and signed off with Barts Health NHS Trust.

RIBA Stage 2 – this includes preparation of concept design, which is based on outline landscaping proposals. We will agree outline specification and preliminary cost plan for the project. A final milestone of this phase will be to agree and issue final project brief.

RIBA Stage 3 this includes coordinated and updated design proposals including developed landscaping proposals, updated cost information, and we will carry out formal community and stakeholder engagement and submission of a planning application.

RIBA Stage 4 – this includes preparation of technical design of London Square, any specialist sub-contractor design input, review and updates to the sustainability strategy, maintenance and operational strategies.

RIBA Stage 5 – commencement of the construction phase

RIBA Stage 6 – completion of construction phase and site handover.

| Table 3 | | | |
|--|-------------------------------------|-----------------------|-------------------------------|
| Project Outputs/Milestone and Spend Profile | | | |
| ID | Milestone Title | Baseline Spend | Baseline Delivery Date |
| 1 | RIBA Stage 1 – Brief | 28,333 | Feb 2018 |
| 2 | RIBA Stage 2 – Concept | 92,667 | April 2018 |
| 3 | RIBA Stage 3 – Detailed | 63,333 | June 2018 |
| 4 | RIBA Stage 4 – Technical | 41,667 | March 2019 |
| 5 | RIBA Stage 5 – Construction | 1,240,000 | Sept 2021 |
| 6 | RIBA Stage 6 Handover and Close out | 20,800 | March 2022 |
| Total | | £1,486,800 | |

12.0 Project Team

12.1 Information regarding the project team is set out below:

- Project Sponsor: Will Tuckley
- Senior Responsible Officer: Ann Sutcliffe
- Project Director: John Bandler
- Project Managers: Naznin Chowdhury & Nadir Ahmed
- RIBA Stage 1 Landscape Architects: Kinnear Landscape Architects

13.0 Project Reporting Arrangements

| Table 4 | | | |
|----------------------------|---|--------------------|------------------|
| Group | Attendees | Reports/Log | Frequency |
| Civic Centre Project Board | Mayor/CEO/Deputy Mayor/Lead member for Resources/Chair of CPRG, Corporate Director Place, Resources, Governance, Divisional Director of Comms and the civic centre project team | Board Report | Monthly |

| Group | Attendees | Reports/Log | Frequency |
|----------------|--------------------------|---------------------|------------------|
| IDSG Sub Group | Numerous defined in ToR. | – Monitoring Report | Quarterly |
| IDSG | Numerous defined in ToR. | – Monitoring Report | Quarterly |
| IDB | Numerous defined in ToR | – Monitoring Report | Quarterly |

14.0 Quality Statement

14.1 Quality standards will be set out in accordance with the London Borough of Tower Hamlets' requirements. The role of the Civic Centre Project Board has a key role in maintaining quality standards in how the civic centre is progressed and delivered. The board provides strategic oversight, in accordance with Cabinet approvals, and ensures that the project delivers its outcomes and benefits as defined in the project business case. At completion of each RIBA stage of the project a gateway assessment exercise is undertaken which assesses the project's readiness to proceed to the next stage. Following the assessment process a recommendation is made to Project Board to give the consent to proceed to the next stage. As the London Square project forms part of the civic centre project it will be subject to the same quality controls and approval processes.

15.0 Key Risks

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

| Risk No. | Risk | Triggers | Consequences | Controls | Likelihood | Impact | Total |
|-----------------|--|-------------------------------------|---|------------------------------|-------------------|---------------|--------------|
| 1 | Agreement of scope of works with Barts | Scope area exceed cost allocation | Potential cost growth | Approval and sign-off of MoU | 3 | 3 | 9 |
| 2 | CIL funding not secured | Governance gateways in securing CIL | London Square is undeliverable and this poses a planning risk to the civic centre | PID | 2 | 5 | 10 |

| Table 6 | | | | | | | |
|----------|--|--|---|---|------------|--------|-------|
| Risk No. | Risk | Triggers | Consequences | Controls | Likelihood | Impact | Total |
| | | | application | | | | |
| 3 | Planning permission is not granted for London Square | LPA planning process | Impact on programme and potential time delays to remedy reasons for refusal | Early engagement with the LPA through the pre-application process | 2 | 3 | 6 |
| 4 | Below ground land contaminants/ obstructions | Discovered during construction phase | Impact on cost and programme | Surveys | 3 | 4 | 12 |
| 5 | Construction logistics and interfaces | Alignment and interfaces issues relation to programme phasing and timescales | London Square programme is undeliverable or subject to delays | Phasing plan and construction logistics plan | 2 | 3 | 6 |

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 |
| Barts | Majority owner of London Square land | Engagement meetings | Monthly |
| GLA | Regional Strategic Planning | Pre-application meetings | As required |
| LPA | Strategic Planning | 3 pre-application meetings | Monthly |

| Table 5 | | | |
|--|---|---|------------------|
| Key Stakeholders | Role | Communication Method | Frequency |
| Local community groups/residents | Consultee | 2 half day consultation events as well as word of mouth communication | As required |
| Whitechapel Life Sciences Steering Group | Spatial planning & strategic guidance | Meetings | Quarterly |
| Civic Centre Project Board | Provides strategic direction and monitors performance | Project Board meetings | Monthly |

17.0 Stakeholder Communications

17.1 The Civic Centre project has a dedicated communications plan which was signed off in July 2017. This details the planned communications activity during RIBA stage 2 and 3a. We will be shortly meeting with the council's Communications team to develop the next phase of this plan which includes areas of activity such as: new of the appointment of a main contractor, a media briefing, London Square community consultation and the determination of the planning application. Tower Hamlets Council's Communications Team oversees the delivery of this plan.

18.0 Project Approvals

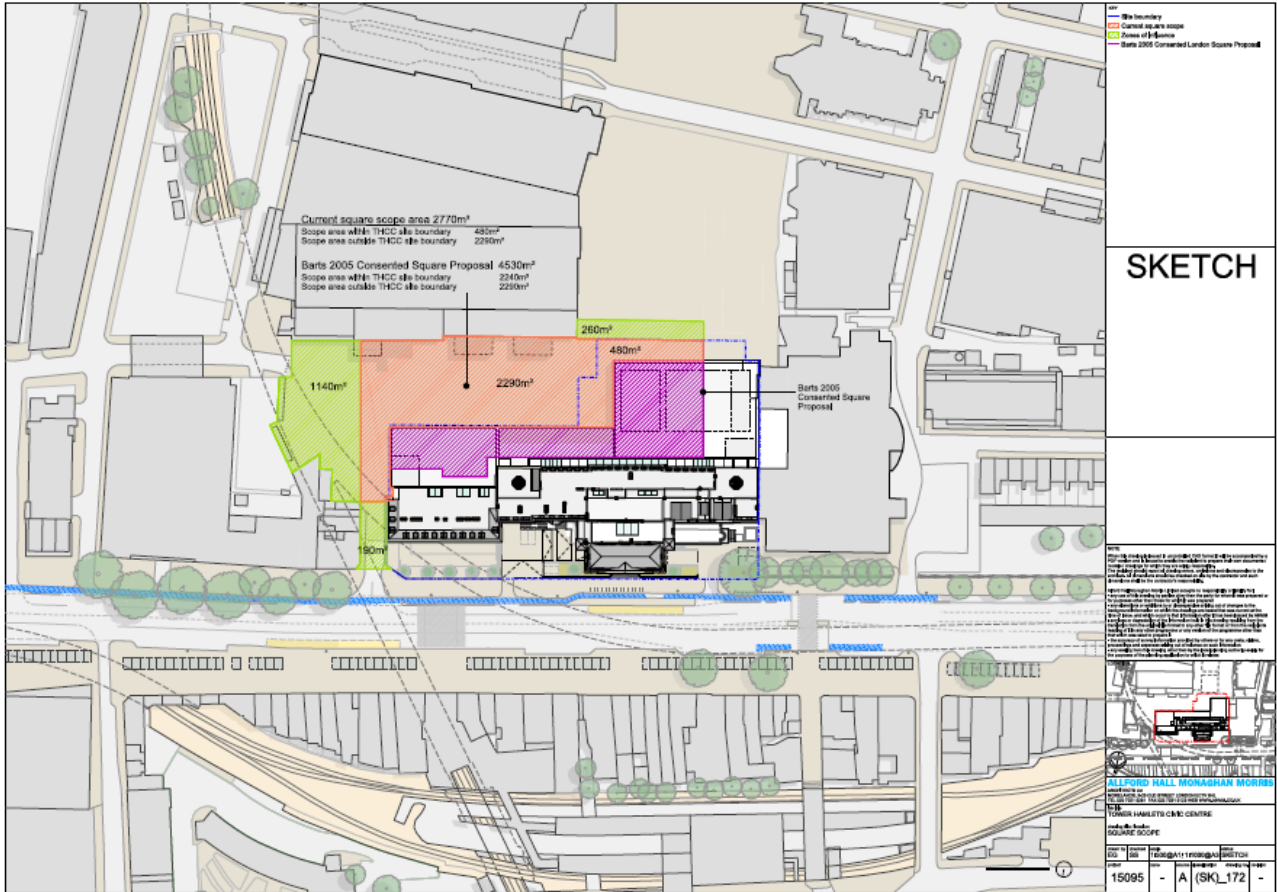
| The PID has been reviewed and approved by the Chair of the IDSG and the Divisional Director for the Directorate leading the project. | | | |
|--|------------------|------------------|-------------|
| Role | Name | Signature | Date |
| IDSG Chair | Ann Sutcliffe | | |
| Divisional Director, Property & Major Programmes | Richard Chilcott | | |

Project Closure

[Please note that once this project has been completed a Project Closure Document is to be completed and submitted to the Infrastructure Planning Team and the S106 Programme Manager.]

Appendices

Appendix A: London Square area plan –



Appendix B: Risk Register;
Appendix C: Project Closure Document
Appendix D: Equality Analysis Quality Assurance Checklist

Project Closure Document

| | | | | | | | |
|---------------------------------|---|---|--|------------|--|-----------|--|
| Project Closure Document | | | | | | | |
| 1. | Project Name: | | | | | | |
| 2a. | Outcomes/Outputs/Deliverables I confirm that the outcomes and outputs have been delivered in line with the conditions set out in the any Funding Agreement/PID including any subsequently agreed variations. | Please Tick ✓ <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; text-align: center;">Yes</td> <td style="width: 25%;"></td> <td style="width: 25%; text-align: center;">No</td> <td style="width: 25%;"></td> </tr> </table> | | Yes | | No | |
| Yes | | No | | | | | |
| 2b. | <ul style="list-style-type: none"> Key Outputs <i>[as specified in the PID]</i> Outputs Achieved <i>[Please provide evidence of project completion/delivery e.g. photos, monitoring returns / evaluation]</i> Employment & Enterprise Outputs Achieved <i>[Please specify the employment/enterprise benefits delivered by the project]</i> | | | | | | |
| 3a. | Timescales I confirm that the project has been delivered within agreed time constraints. | Please Tick ✓ <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; text-align: center;">Yes</td> <td style="width: 25%;"></td> <td style="width: 25%; text-align: center;">No</td> <td style="width: 25%;"></td> </tr> </table> | | Yes | | No | |
| Yes | | No | | | | | |
| 3b. | <ul style="list-style-type: none"> Milestones in PID <i>[as specified in the PID]</i> Were all milestones in the PID delivered to time <i>[Please outline reasons for any slippage encountered throughout the project]</i> Please state if the slippage on project milestone has any impacts on the projects spend (i.e. overspend) or funding (e.g. clawback) | | | | | | |
| 4a. | Cost I confirm that the expenditure incurred in delivering the project was within the agreed budget and spent in accordance with PID | Please Tick ✓ <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%; text-align: center;">Yes</td> <td style="width: 25%;"></td> <td style="width: 25%; text-align: center;">No</td> <td style="width: 25%;"></td> </tr> </table> | | Yes | | No | |
| Yes | | No | | | | | |
| 4b. | <ul style="list-style-type: none"> Project Code Project Budget <i>[as specified in the PID]</i> Total Project Expenditure <i>[Please outline reasons for any over/underspend]</i> Was project expenditure in line with PID spend profile <i>[Please outline reasons for any slippage in spend encountered throughout the project]</i> | | | | | | |

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

| | | | |
|------------|---|--|------|
| | | | |
| 9. | <p>Comments by the Project Sponsor including any further action required <i>[Use to summarise project delivery and any outstanding actions etc]</i></p> <hr style="border-top: 1px dashed black;"/> <hr style="border-top: 1px dashed black;"/> | | |
| 10. | <p>The Project Sponsor and Project Manager are satisfied that the project has met its objectives and that it can be formally closed.</p> | | |
| | Sponsor (Name) | | Date |
| | Project Manager (Name) | | Date |

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| | |
|---|---|
| <p>Cabinet</p> <p>27 February 2018</p> |  <p>TOWER HAMLETS</p> |
| <p>Report of: Zena Cooke, Corporate Director of Resources</p> | <p>Classification: Unrestricted</p> |
| <p>Report of the Overview and Scrutiny Committee: Social Value Act</p> | |

| | |
|-------------------------------|--|
| Lead Member | Councillor David Edgar, Cabinet Member for Resources |
| Originating Officer(s) | Keiko Okawa, Senior Strategy, Policy and Performance Officer, Governance |
| Wards affected | All wards |
| Key Decision? | No |
| Community Plan Theme | A Fair & Prosperous Community |

Executive Summary

This report submits the report and recommendations of the challenge session on the Social Value Act by the Overview and Scrutiny Committee (OSC), and the action plan for implementation.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Note the report as agreed by OSC on 9th May 2017 in Appendix One; and
2. Agree the proposed action plan in Appendix Two.

1. REASONS FOR THE DECISIONS

- 1.1 As part of its work programme for 2016/17 the Overview and Scrutiny Committee commissioned a challenge session “to consider the implementation of the Social Value Act in the procurement and commissioning cycle for the Council and our communities”. The challenge session was chaired by Councillor Abdul Mukit (Member for Weavers ward).
- 1.2 The challenge session considered how the council’s approach to implementing and mainstreaming social value in both commissioning and organisational culture has developed and compares with best practice nationally.

- 1.3 The challenge session was held on 9 March 2017 and took the following form:
- Review of the existing procurement and commissioning approach to Social Value;
 - Assessment of the monitoring, measurement and review of social value clauses and requirements in contracts;
 - Review of the approach to assessing social value impact;
 - Challenge session and review of best practice; and
 - Development of recommendations based on review of the evidence.
- 1.4 This report sets out the recommendations and the action plan that has been developed to address them. Current progress in developing a Social Value Policy is described below.

2. ALTERNATIVE OPTIONS

- 2.1 The Council has a legal duty to consider aspects of social value in its procurement and commissioning activities (see paragraph 5.2 in the Legal Comments). Current practices do include such considerations and the Council could chose to continue in the current vein although as a result of the scrutiny challenge, there is potential to enhance current practices, through a more cohesive policy and framework. A 'change nothing' approach would not be in line with the Best Value duty whilst the recommended actions provide for consideration of alternative approaches in the development of the policy and delivery framework.

3. DETAILS OF REPORT

- 3.1 The full report with recommendations is attached as Appendix 1. There are five recommendations arising from the challenge session which are outlined below:

Recommendation 1:

That the Council develop a Social Value Policy including associated social value priorities and carries out a review of synergies and linkages with other complementary Council policies and strategies.

Recommendation 2:

Develop an approach to monitoring and measuring the social value outputs and deliverables; this could be through a standard framework, flexible to needs and nature of each contract.

Recommendation 3:

Examine the options to develop a social value impact and outcomes assessment tool, to determine the impact of social value activity and gauge its contribution to the Mayoral priorities.

Recommendation 4:

Determine an approach to cross organisation working to ensure that there is collective ownership of social value throughout the commissioning and procurement cycle.

Recommendation 5:

Develop a Social Value Communication and Engagement Plan to ensure that providers and communities are aware of the opportunities and impact of social value delivery in Tower Hamlets.

- 3.2 Since social value is a broad concept and will affect the services across the Council, a delivery group comprising representatives from relevant services and THCVS has been established to develop a social value policy. This has already been established as part of the THCVS Strategy Action Plan and the Council's Procurement Strategy. The chair of the delivery group and the project sponsor is the Corporate Director of Resources. The delivery group members are representatives from Economic Development, Procurement, Legal, SPP and THCVS.
- 3.3 The delivery group has started working on the development of a social value policy as recommended (R1). The group also decided to commission research work to inform the development of the policy and to provide analysis and practical case studies to inform an action plan. From the nature of the work, it is expected that the contract sum will be under £25k. The commissioning process is about to start.
- 3.4 A social value policy will cover the aspects identified by the Recommendations 2-4 of this scrutiny challenge session. The council's new social value policy will consider a range of aspects, including implementation, monitoring and measuring of social value, cross-working in the council and external stakeholders, and internal process of the social value monitoring and reporting. A Social Value Communication and Engagement Plan (R5) will be developed following the development of the social value policy.
- 3.5 The action plan arising from the social value policy will be formally monitored by the Strategic Procurement Board.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

- 4.1 There are no direct financial implications arising from this report. However, should additional resources be required to implement the five recommendations detailed within the report, officers will need to identify appropriate resources and seek approval through the Council's financial approval process.

5. LEGAL COMMENTS

- 5.1 The Council is required by section 9F of the Local Government Act 2000 to have an Overview and Scrutiny Committee and to have executive arrangements that ensure the committee has specified powers. Consistent with this obligation, Article 6 of the Council's Constitution provides that the Overview and Scrutiny Committee may consider any matter affecting the area or its inhabitants. The Committee may also make reports and

recommendations to Council or the Executive in connection with the discharge of any functions.

- 5.2 Section 1 of the Public Services (Social Value) Act 2012 places a duty on local authorities, the NHS and some other public bodies to give consideration to improving the economic, social and environmental wellbeing of an area when commissioning services. This report advises as to the Overview and Scrutiny challenge session to consider the implementation of this Act in the procurement and commissioning cycle for the Council and our communities.
- 5.3 The Challenge Session's aim was to provide a direction for the Council in maximising the impact of the commissioning and procurement activity to drive economic growth in the Tower Hamlets local economy and support the delivery of the Executive Mayors key strategic priorities. In considering this, the Challenge Session focussed on the importance of the Council obtaining community benefits and tangible outcomes in relation to all relevant procurement and commissioning activity and 5 recommendations have been proposed.
- 5.4 As to the recommendations, all are capable of being undertaken within the Council's powers.
- 5.5 When considering its approach to this report and its recommendations, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who do not. Information relevant to this is contained in the One Tower Hamlets section below.

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1 This challenge session aimed to assess the current approach to the implementation of the Social Value Act and has developed a set of recommendations aimed at embedding both the ethos and practical benefits of social value in the whole procurement and commissioning cycle for the Council. A key element of this is ensuring that the social value activity contributes to improved outcomes for the diverse communities in the area and supports community cohesion whilst providing value for money.

7. BEST VALUE (BV) IMPLICATIONS

- 7.1 The recommendations in this report are made as part of the Overview & Scrutiny Committee's role in helping to secure continuous improvement for the Council, as required under its Best Value duty.

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 8.1 There are no direct sustainable actions for greener environment arising from this report, and recommendations.

9. RISK MANAGEMENT IMPLICATIONS

9.1 Section 1 of the Public Services (Social Value) Act 2012 places a duty on local authorities, the NHS and some other public bodies to give consideration to improving the economic, social and environmental wellbeing of an area when commissioning services. This report considers the implementation of this Act in the procurement and commissioning cycle for the Council and our communities. It aims to mitigate risks that the council may not maximise the opportunity.

10. CRIME AND DISORDER REDUCTION IMPLICATIONS

10.1 There are no direct crime and disorder implications arising from this report or recommendations.

11. SAFEGUARDING IMPLICATIONS

11.1 There are no direct safeguarding implications arising from this report or recommendations.

Linked Reports, Appendices and Background Documents

Linked Report

- NONE

Appendices

- App 1 Social Value Act Challenge session report V5
- App 2 Social Value Act Scrutiny Challenge Session Action Plan v3

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

- NONE

Officer contact details for documents:

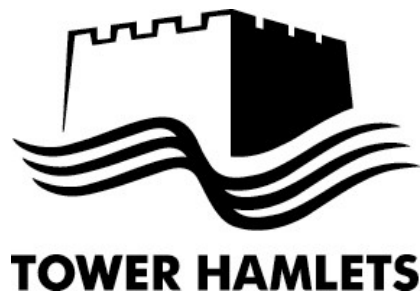
Keiko Okawa ext.3046 / Oscar Ford ext.3187

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APPENDIX ONE

Social Value Act

Scrutiny Challenge Session Report



London Borough of Tower Hamlets
April 2017

Chair's Foreword

This challenge session provided us with the opportunity to review the opportunities that the Social Value Act offers for the communities of Tower Hamlets.

The review builds on the excellent work carried out by the Council as an early adopter in introducing social value clauses into major contracts which has delivered significant economic and community benefits to date.

The Council now needs to further develop its approach to social value and work on a more joined up approach to the management , measurement and monitoring of the social value element of contracts .

In addition the challenge session has identified the need to clearly evaluate the impact of the social value requirements for the communities of Tower Hamlets through some form of social impact assessment tool. We also need to ensure that we communicate effectively with potential providers and our communities demonstrating the benefits and impact of social value.

Councillor Abdul Mukit
Weavers ward
Scrutiny Lead Member for Resources
Chair of the Grants Scrutiny Sub Committee

1. Summary of recommendations

RECOMMENDATION 1: That the Council develops a Social Value Policy including associated social value priorities and carries out a review of synergies and linkages with other complementary Council policies and strategies.

RECOMMENDATION 2: Develop an approach to monitoring and measuring the social value outputs and deliverables; this could be through a standard framework, flexible to needs and nature of each contract.

RECOMMENDATION 3: Examine the options to develop a social value impact and outcomes assessment tool, to determine the impact of social value activity and gauge its contribution to the Mayoral priorities.

RECOMMENDATION 4: Determine an approach to cross organisation working to ensure that there is collective ownership of social value throughout the commissioning and procurement cycle.

RECOMMENDATION 5: Develop a Social Value Communication and Engagement Plan to ensure that providers and communities are aware of the opportunities and impact of social value delivery in Tower Hamlets.

1. INTRODUCTION

- 1.1. The Public Services (Social Value) Act 2012 placed a duty on local authorities, the NHS and some other public bodies to give consideration to improving the economic, social and environmental wellbeing of an area when commissioning services.
- 1.2. A Scrutiny Challenge Session was held on 9th March 2017 which focused on the importance of the Council obtaining community benefits and tangible outcomes in relation to all relevant procurement and commissioning activity.
- 1.3. The challenge session provided the opportunity to examine the Council's corporate approach to social value, as an early adopter in developing and implementing Social Value Act requirements into the Procurement and Commissioning environment (which has been nationally recognised with a number of national awards¹).
- 1.4. The session considered the whole commissioning cycle with a particular focus on the monitoring and measurement of social value initiatives and determining the impact and contribution made to council and community objectives and priorities. The challenge session was structured around the elements of social value in the commissioning and procurement cycle.
 - Procurement
 - Measurement and the impact
- 1.5. This piece of work cannot however be taken in isolation of the significant financial challenges faced by the Council in the coming years. Particularly changes in the funding environment and the need to drive greater value for money through commissioning activity and more efficient service delivery .Alongside a move to outcomes based budgeting and community based strategic priorities. The development of recommendations needs to carefully consider and quantify the impact of embedding social value culture in commissioning & procurement and all aspects of service re- design and transformation.
- 1.6. There was also an opportunity to review the wider corporate impact of both the social value legislation and the potential contribution that it can make to deliver the Executive Mayors' key priorities for 2017-20.
- 1.7. The aim is to provide a direction for the Council in maximising the impact of the commissioning and procurement activity to drive economic growth in the Tower Hamlets local economy and support the

¹ **National Go Awards:** Excellence in Public Procurement – March 2014

▪ **London Boroughs Award:** Best work with supply chain/local businesses to create new Apprentices – September 2014

▪ **SOPO Awards:** Excellence in delivering Social Value – Finalist – April 2015

delivery of the Executive Mayors key strategic priorities. The session also provided the opportunity to quantify the value of this work and communicate this work and its value to our communities.

- 1.8. The Council’s Internal Audit function is currently carrying out an audit to provide assurance that the Council has effective systems and controls in place for timely identification, managing and monitoring various economic benefits, delivered through procurement, to the community designed in various agreements and contracts.
- 1.9. Recognising that there is some synergy between the audit “Terms of Reference” and the overall aims for the Challenge Session. There is however a clear distinction between the audits work which is system based and backward looking, and the scrutiny function which has a much wider remit. Scrutiny takes a more holistic approach and is focused on developing recommendations as to the approach and outcomes which can be achieved through social value work.
- 1.10 The session was attended the following Scrutiny Committee Members & Officers:

| | |
|---------------------------------|--|
| Cllr Abdul Mukit | Chair and Scrutiny Lead for Resources |
| David Burbidge | Chair of Health Watch Tower Hamlets , Co-opted member of the Health Scrutiny Sub Committee |
| Margherita De Cristofano | Co-opted member of the Grants Scrutiny Sub Committee |
| Shabbir Ahmed Chowdhury | Parent Governor representative , Overview and Scrutiny Committee |
| Neville Murton | Divisional Director Finance and Procurement |
| Zamil Ahmed | Head of Procurement |
| Andy Scott | Acting Divisional Director - Economic Development |
| Joyce Ogunade | Economic Benefits Manager |
| Ahmed Choudhury | Senior Strategy , Policy and Performance Officer |

2. SOCIAL VALUE ACT CONTEXT

The legislative context

- 2.1. The Public Services (Social Value) Act originated from a private members bill in Parliament, and quickly gained cross party support enabling the Bill to pass smoothly through both houses of Parliament. The reason for the universal support was that the legislation demonstrated that calculating value for money in procurement was not purely focused on efficiency gains, but on the delivery of corporate and community outcomes.
- 2.2. The Act came fully into force on 31 January 2013, and required commissioners to consider securing economic, social, or environmental benefits when buying services above the OJEU threshold (£164,176).
- 2.3. Public sector organisations are required under the Act to consider how the services to be procured may improve the social, environmental and economic wellbeing of the area. The Act applies to public services contract and framework agreements to which Public Contracts Regulation apply.
- 2.4. The detail of the legislation applies to pre-procurement stage and identifies specific areas of focus including service user consultation, specification development and approaches concerning the period prior to formal publication of contract notice and or expression of interest
- 2.5. The Act seeks to shift commissioning and procurement practices to include the consideration of wider benefits (social, environmental and economic) delivered to communities. It also aims to open up the public sector contracting market to Voluntary, Community and Social Enterprise (VCSE) organisations who are considered to deliver added value to communities.
- 2.6. The Act is part of the overall suite of legislation and initiatives developed by the Government who see the Department for Communities and Local Government as custodians of a drive to a more encompassing approach to Value for Money.

2.7. Guidance and good practice demonstrates that a holistic approach to social value ensures that organisations consider the following in developing and embedding Social Value:

- Pre-Procurement
- Consultation with Residents
- Policy and Service Design
- Specification Development
- Tender
- Supplier Engagement
- Identification of Added Value
- Decision on what is proportionate and achievable
- Sustainability of the service delivery model

The National Picture

2.8. The Government commissioned Lord Young to carry out a review in 2015 of how the Act had been operating two years on from its inception. In general the review found that where the social value approach had been implemented it had delivered significant benefits for communities.

2.9. The review identified the following barriers to fully develop the Acts potential:

- a. Awareness and take up of the Act was very patchy across the country.
- b. There was varying understanding of how to apply the Act, leading to an inconsistent picture defining social value and determining when to include it in the commissioning cycle, applying social value within the statutory and constitutional framework and clarifying its use in procurement.
- c. Measurement of social value is not yet fully developed.

The Tower Hamlets Approach

Procurement and Commissioning

2.10. The Councils approach to the Social Value Act 2012 is to secure more community value e.g. employment and training through the commissioning process.

2.11. Currently Tower Hamlets has over 3,500 suppliers and aims to find the most effective solution and deliver improved social wellbeing for the area. Social Value is embedded into Councils Procurement Policies and Procedures seeking to add value through social and economic benefits.

- 2.12. Local Employment and Community Benefits clauses are included in all relevant contracts above £100,000, and considered on those below £100,000.
- 2.13. At Tower Hamlets social value is considered during pre-procurement stages and throughout the Commissioning cycles (i.e. during consultation, tendering, contract award etc.). A key factor in determining the social value element is consideration of how the specific requirement will help to support and deliver the Council's Mayoral priorities.
- 2.14. Social value is implemented by the inclusion of a 'Local Employment and Community Benefits' Schedule in Council tenders (max weighting of 5%) and through effective market and supplier engagement
- 2.15. The innovative approach taken by the Council have been recognised through three key national awards.
- National Go Awards: Excellence in Public Procurement – March 2014
 - London Boroughs Award: Best work with supply chain/local businesses to create new Apprentices – September 2014
 - SOPO Awards: Excellence in delivering Social Value – Finalist – April 2015

Monitoring and Measurement

- 2.16. Social value has been embedded in the Council's contracts and it has a duty to consider how procurement activities deliver added value to the local community.
- 2.17. The Council's main focus to date has been on monitoring and measuring economic benefits. Economic benefits are part of the community benefits requirements; they are related to specific targets in relation to economic growth indicators.
- 2.18. They are assessed throughout the procurement cycle, under the quality questionnaire and alongside other community benefits; they can also determine final decisions for awarding a contract; however, they only carry a maximum of 5% weighting on the overall contract.
- 2.19. The Economic Benefits team aims to maximise, secure and monitor the economic benefits derived from planning applications and procurement contracts. Some of the key Economic Benefits Areas included in current contracts look at aspects of : Employment, skills, and enterprise and work experience opportunities.
- 2.20. A good example of the Council achieving economic benefits can be found within specific planning applications, which may be assessed to have a range of Economic Benefits which then form part of S106 Agreements.

- 2.21. The Economic Benefits Team monitors all S106 Agreements related to employment and enterprise. These S106 Agreements involve financial and non-financial targets in relation to employment, skills and enterprise obligations.

3. KEY FINDINGS AND RECOMMENDATIONS

Social Value Policy

- 3.1. The challenge session identified that there is a need to carry out a longitudinal study of current and expected procurement activity, taking into account external drivers such as the impact of leaving the European Union and the financial and funding environment for the public sector.
- 3.2. This intelligence can then be used to inform and evidence the future approach to embedding and further implementing Social Value elements into the whole commissioning cycle.
- 3.3. The Council has a robust and transparent procurement and commissioning framework which is embedded within the Councils overall Governance environment. Social value elements and approaches are included within this framework, however the Council does not have an overarching Social Value Policy or specific social value priorities against which activity can be planned, measured and evaluated.
- 3.4. The development of a Social Value Policy would have the benefit of providing both contractors and residents with a clear definition of expectations and requirements in the commissioning, implementation and evaluation of social value elements.
- 3.5. The Council will need to engage and consult with both communities and potential suppliers to evidence and inform the format, scale and range of the Social Value Policy. A starting point will be to develop a clear unambiguous definition of social value and associated social value priorities for the Council and our communities.
- 3.6. The Overview and Scrutiny Committee could support the development of policy and associated priorities through a short review or Spotlight session at one of the committees' meetings.
- 3.7. The challenge session looked at the current governance arrangements for procurement and commissioning and suggested that the Council should review the role and remit of the existing Competition Board to have a revised focus and role in reviewing the social value elements in contract and commissioning activity.

- 3.8. Underpinning the policy the Council should develop a range of guidance tools and information for suppliers/providers and communities, these could include an agreed glossary of social value terms and a pick list of social value options related to specific types of commissioning activity.
- 3.9. Linked to the development of the policy the Council could also consider specific policy for the pre commissioning period and the inclusion of economic benefits within the procurement strategy. In addition to ensure that social value principles are mainstreamed across the work of the Council
- 3.10. It is also recommended that the Council carry out a review initially mapping social value elements into other associated policies/strategies (e.g. workforce development management), then re-writing and updating the specific policies.

RECOMMENDATION 1: That the Council develops a Social Value Policy including associated social value priorities and carries out a review of synergies and linkages with other complementary Council policies and strategies.

Commissioning and Procurement

- 3.11. The challenge session reviewed the current approach to commissioning and procurement and the range of social value achieved through a number of contract examples (see appendixes).
- 3.12. Officers suggested that some suppliers struggle with meeting social value contribution and for some (especially large ones) it's fairly straight forward. The council always takes contractors through the social value requirement and offers support and guidance
- 3.13. Looking at the local supply market, the challenge session received evidence which suggested that smaller voluntary groups are not set up adequately to bid for contracts. There are however opportunities to work with local voluntary and community sector organisations and smaller providers to develop the market in specific areas of Council procurement activity.
- 3.14. The Council has introduced e-tendering, which requires all procurement to go through the portal. This approach ensures that the Council uses technology to monitor contracts and achieve better contractor accountability, focusing on the delivery of the benefits and outcomes for communities. The electronic system generates reports on request and provides up to date progress on the delivery of social value actions.

- 3.15. The development of social value priorities will enable the Council to use these priorities to inform questions in tender/procurement documentation (through open or directional questioning).
- 3.16. The Council will need to be able to identify specific social benefits through tailor made schedules and through identifying different categories of contracts. It is also important that when producing specifications, services must be mindful of specifying specific benefits.
- 3.17. As part of the process for developing a Social Value Policy the council can revisit the weighting the social value clause in the tender assessment process and consider the application of SV clauses into contracts that fall below procurement thresholds (i.e. less than £100K). Whilst being mindful that the Economic /community benefit has to be proportionate e.g. the Council cannot expect a contract valued at £10k to deliver £10K worth of apprentice/training.
- 3.18. The development of social value priorities and associated tools and guidance material will ensure that the Council is able to focus social value initiatives on the delivery and support for the Councils strategic priorities.
- 3.19. The Challenge session also identified the need to quantify the benefits and expected outcomes for social value activity at an early stage the procurement process. And noted the opportunity with the new Medium Term Financial Plan being based on Outcome Based Budgeting principles to also apply this approach to future commissioning activity and Social Value requirements.
- 3.20. Finally the session noted the potential for significant social value impact in a number of large scale commissioning activities in the coming months (i.e. New Town Hall, Social Care Commissioning, Waste Contract) and the opportunities for using the recommendations from this session to inform the work on social value in these areas.

Measurement and monitoring

- 3.21. The challenge session reviewed the current approach to social value monitoring and measurement through the commissioning and delivery cycle. The findings were that whilst the initial procurement activity was robust in determining the level and nature of the social value deliverables, there was a mixed and somewhat ad hoc approach to contract monitoring and measurement of the delivery of the benefits associated with individual contracts.
- 3.22. The Council should consider the development of a corporate approach to measuring benefits and outputs and examine developing a standard framework, flexible to needs and nature of each contract. This could take the form of an audit approach to determine whether providers are

delivering their SV commitments. The Council should also have some means of measuring the impact of procurement activity.

- 3.23. It is crucial that the Council is able to quantify the social value benefits realised across the range of contracts; an approach which may be considered is to develop a corporate approach to monitoring and reporting social value elements of contracts.

RECOMMENDATION 2: Develop an approach to monitoring and measuring the social value outputs and deliverables; this could be through a standard framework, flexible to needs and nature of each contract.

Impact and Outcomes

- 3.24. The Challenge session questioned the approach to assessing the impact and outcomes delivered through the Social Value regime at the Council.
- 3.25. The challenge session recommends that the Council should review best practice nationally in relation to approaches to measuring the impact of social value for the Council and our communities.
- 3.26. The Council should review the range of social return on investment models available to determine which is best fitted to the contract environment, in providing robust information yet not being overly bureaucratic and resource intensive.
- 3.27. There also needs to be a clear process for linking the contract deliverables through the social value clauses to the achievement of the Councils mayoral priorities. This could take the form of an economic benefits procurement calculator.
- 3.28. The current electronic procurement system could provide the basis for collecting the information required to inform the assessment of the community impact of the contract. As part of contract monitoring framework the Council agree and review KPIs and always reserve the right to terminate contracts where there is a clear failure from the contractor's side. The Council also holds regular supplier briefings to be absolutely clear about expected levels of contract deliverables etc.

RECOMMENDATION 3: Examine the options to develop a social value impact and outcomes assessment tool, to determine the impact of social value activity and gauge its contribution to the Mayoral priorities.

Cross organisational working

- 3.29. The challenge session noted that the responsibilities for the various parts of the commissioning and contracting cycle sit within different teams and departments in the Council.
- 3.30. This spreading of the various elements of the process has led to some disconnect between the development of the contract format and the monitoring and delivery of the social value elements.
- 3.31. The challenge session recommends that the Council reviews the approach taken to social value and examines options to deliver a more consistent and joined up approach in future. This could include: improved notification of contracts being awarded and communication between the Economic Development and Procurement sections. Along with training for contract managers and relevant procurement officers in the approaches and processes appertaining to social value. The Council could also consider initially developing a project team approach to social value procurement and commissioning with the inclusion of the economic benefits team members and service leads in the procurement panels.
- 3.32. The Council also needs to clearly define who is responsible for tracking and monitoring of economic and community benefits through contracts. This could be by reviewing the interface between procurement processes and economic benefits realisation for better co-ordination.
- 3.33. The challenge session also considered the establishment of working groups with key commissioning/contract managers from each division to understand contract needs and an approach to simplifying monitoring of economic outputs and providing training/ workshops.

RECOMMENDATION 4: Determine an approach to cross organisation working to ensure that there is collective ownership of social value throughout the commissioning and procurement cycle.

Communication and information

- 3.34. The challenge session considered and reviewed the current approach to sharing information on social value and communicating its impact to providers and Tower Hamlets communities.
- 3.35. This should include accessible information geared to specific supply markets on the nature of the contracting and commissioning environment and the social value processes and procedures.
- 3.36. All our contracts are advertised on the Council website and in contract finder's websites. It is always useful to have feedback from service users and a social value impact board may provide further insight into how contactors have carried out their Social Value Act duty

- 3.37. The council currently produces an annual procurement report and the future reports will include a section on social value, this will be more meaningful. There needs to be more scrutiny and better residents' feedback and involvement in the whole social value environment. The council could consider setting up a community reference group as a conduit to our communities to help determine the most effective means of communicating social value activity and impact /outcomes.

RECOMMENDATION 5: Develop a Social Value Communication and Engagement Plan to ensure that providers and communities are aware of the opportunities and impact of social value delivery in Tower Hamlets.

Social Value Act Scrutiny Challenge Session Action Plan

Recommendation 1: That the Council develops a Social Value Policy including associated social value priorities and carried out a review of synergies and linkages with other complementary Council policies and strategies.

Comments from Service:

Since social value is a broad concept and will affect the services across the Council, a delivery group comprising representatives from relevant services and THCVS has been established to develop a social value policy. The chair of the delivery group and the project sponsor is Zena Cooke, Corporate Director of Resources. The delivery group members are representative from Economic Development, Procurement, Legal, SPP and THCVS.

The contents of Recommendation 2-4 will be covered by a social value policy that the delivery group is developing as this scrutiny challenge session recommends (Recommendation 1). The council's new social value policy will consider a range of aspects, including implementation, monitoring and measuring of social value, cross-working in the council and external stakeholders, and internal process of the social value monitoring and reportin.,

| Actions (please provide 3 or 4 actions that will be taken to implement recommendation) | Responsible Officer | Deadline |
|--|---|-------------------------|
| Form a social value policy development delivery group | Zena Cooke, Corporate Director of Resources | Completed |
| Procurement of research to inform the development of the council's social value policy. | Zena Cooke, Corporate Director of Resources | Dec 2017 |
| Appointment of the contractor | Zena Cooke, Corporate Director of Resources | Jan 2018 |
| Develop a draft social value strategy informed by the commissioned research | Zena Cooke, Corporate Director of Resources | Late March 2018 |
| A social value policy is adopted by the cabinet | Zena Cooke, Corporate Director of Resources | May/June 2018 |
| Procurement to review all social value guidance, policies and procedural documents on an annual basis. This is to ensure the outputs reflect and meet the needs of the | Procurement –Policy and Development | Annually from 2019/2020 |

Appendix Two

| | | |
|---|---|-----|
| borough and compliment council policies and strategies. Relevant services including Economic Benefits Team to be consulted on all policy, procedure and guidance documents relating to economic benefits and social value. | Manager (Julia Estruga) | |
| Monthly programmed meetings between relevant services including Growth and Economic Development and Procurement. | GED - Economic Benefits Manager (Joyce Ogunade). Procurement –Policy and Development Manager (Julia Estruga) | tbc |

Recommendation 2: Develop an approach to monitoring and measuring the social value outputs and deliverables; this could be through a standard framework, flexible to needs and nature of each contract.

Comments from Service:

The contents of Recommendation 2-4 will be covered by a social value policy that the services are developing as this scrutiny challenge session recommends (Recommendation 1). The council’s new social value policy will consider a range of aspects, including implementation, monitoring and measuring of social value, cross-working in the council and external stakeholders and internal process of the social value monitoring and reporting, Therefore, most of the actions are the same as those of Recommendation 1.

| Actions (please provide 3 or 4 actions that will be taken to implement recommendation) | Responsible Officer | Deadline |
|---|---|-----------------|
| Form a social value policy development delivery group | Zena Cooke, Corporate Director of Resources | Completed |
| Procurement of research to inform the development of the council’s social value policy. | Zena Cooke, Corporate Director of Resources | Dec 2017 |
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| Develop a draft social value strategy informed by the commissioned research | Zena Cooke. Corporate Director of Resources | Late March 2018 |
| A social value policy is adopted by the cabinet | Zena Cooke, Corporate Director of Resources | May/June 2018 |

Recommendation 3: Examine the options to develop a social value impact and outcomes assessment tool, to determine the impact of social value activity and gauge its contribution to the Mayoral priorities.

Comments from Service:

The contents of Recommendation 2-4 will be covered by a social value policy that the services are developing as this scrutiny challenge session recommends (Recommendation 1). The council's new social value policy will consider a range of aspects, including implementation, monitoring and measuring of social value, cross-working in the council and external stakeholders and internal process of the social value monitoring and reporting, Therefore, most of the actions are the same as those of Recommendation 1.

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| Appointment of the contractor | Zena Cooke, Corporate Director of Resources | Jan 2018 |
| Develop a draft social value strategy informed by the commissioned research | Zena Cooke, Corporate Director of Resources | Late March 2018 |
| A social value policy is adopted by the cabinet | Zena Cooke, Corporate Director of Resources | May/June 2018 |
| Economic Benefits team to continue leading on social value in planning and section 106 obligations, sharing best practice with Procurement | GED - Economic Benefits Manager (Joyce Ogunade). | ongoing |

Recommendation 4: Determine an approach to cross organisation working to ensure that there is collective ownership of social value throughout the commissioning and procurement cycle.

Comments from Service:

The contents of Recommendation 2-4 will be covered by a social value policy that the services are developing as this scrutiny challenge

session recommends (Recommendation 1). The council's new social value policy will consider a range of aspects, including implementation, monitoring and measuring of social value, cross-working in the council and external stakeholders and internal process of the social value monitoring and reporting, Therefore, most of the actions are the same as those of Recommendation 1.


| Actions <i>(please provide 3 or 4 actions that will be taken to implement recommendation)</i> | Responsible Officer | Deadline |
|--|---|-----------------|
| Form a social value policy development delivery group | Zena Cooke, Corporate Director of Resources | Completed |
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| Appointment of the contractor | Zena Cooke, Corporate Director of Resources | Jan 2018 |
| Develop a draft social value strategy informed by the commissioned research | Zena Cooke, Corporate Director of Resources | Late March 2018 |
| A social value policy is adopted by the cabinet | Zena Cooke, Corporate Director of Resources | May/June 2018 |

Recommendation 5: Develop a Social Value Communication and Engagement Plan to ensure that providers and communities are aware of the opportunities and impact of social value delivery in Tower Hamlets.

Comments from Service:

A social value communication and engagement plan will be developed after a social value policy is adopted.

| Actions <i>(please provide 3 or 4 actions that will be taken to implement recommendation)</i> | Responsible Officer | Deadline |
|--|---|-----------------|
| Develop a social value communication and engagement plan | Zena Cooke, Corporate Director of Resources | 31 May 2018 |
| Implement the social value communication and engagement plan | Zena Cooke, Corporate Director of Resources Andrew Bate, Interim Chief Press Officer, Communications | 31 August 2018 |

| | |
|--|---|
| <p>Cabinet</p> <p>27 February 2018</p> |  <p>TOWER HAMLETS</p> |
| <p>Report of: Ann Sutcliffe, Acting Corporate Director, Place</p> | <p>Classification: Unrestricted</p> |
| <p>Report of the Overview and Scrutiny Committee: Creating a Balanced Night Time Economy in Tower Hamlets</p> | |

| | |
|-------------------------------|--|
| Lead Member | Councillor Joshua Peck, Cabinet Member for Work and Economic Development |
| Originating Officer(s) | Andy Scott (Acting Service Head for Economic Development) & Dave Tolley (Head of Trading Standards and Environmental Health) |
| Wards affected | All wards |
| Key Decision? | Yes |

1. INTRODUCTION/SUMMARY

- 1.1 This report submits the report and recommendations of the challenge session on creating a balanced night time economy in Tower Hamlets by the Overview and Scrutiny Committee (OSC), and the action plan for implementation.

2. RECOMMENDATIONS

The Mayor in Cabinet is recommended to:

- 2.1 Note the report as agreed by OSC in September 2017 (Appendix One) and agree the draft action plan (Appendix Two).

3. BACKGROUND

- 3.1 A prosperous Night Time Economy (NTE) can be a great asset to any area, creating opportunities for economic growth and regeneration, as well as supporting the vibrancy of local neighbourhoods. However, successful NTEs also generate potentially damaging issues around anti-social behaviour, crime and environmental pollution.
- 3.2 Striking the balance between promoting a flourishing NTE and protecting the quality of life of residents is a major challenge for local authorities. If poorly managed local NTEs risk failing to grow in a sustainable way, and can instead become characterised by either clustered, out-of-control licensed establishments or under-performing, lifeless street scenes.

- 3.3 The NTE in London is currently high on the agenda of city leaders, and has been made a top-priority by the new London Mayor. His introduction of the Night Tube, recruitment of a Night Czar and public pronouncements on the future of high-profile London entertainment venues have all helped to bring a fresh focus on the potential benefits and drawbacks of the NTE.
- 3.4 These developments, together with the rapidly changing demographic and economic make-up of Tower Hamlets, made it an opportune time to review the current approach to the borough's NTE, especially in terms of the current policy offer, its vision for the future of the borough's NTE and whether the interests of business and residents are sufficiently balanced.
- 3.5 The review was chaired by Cllr John Pierce, Chair of the Overview and Scrutiny Committee and took the form of four evidence sessions over four sessions between October 2016 and April 2017. The Review was underpinned by six core questions:
1. What do we define as the Night Time Economy? Are there different trends within the NTE of Tower Hamlets, e.g. clustering of particular types of establishment, concentrated footfall at specific times of night?
 2. What are the spatial impacts of the NTE in the borough:
 - How are specific LBTH wards affected differently?
 - What are the cross boundary effects with other boroughs (e.g. LB Hackney, City of London, LB Newham)?
 - How are the spatial impacts likely to change in the future (e.g. emerging areas of NTE growth such as Hackney Wick)?
 3. What policies does the Council currently have in place for management of the NTE and are these/have they been effective in serving the needs of both business and residents, e.g. Brick Lane Cumulative Impact Policy?
 4. What policy innovations have been developed by other Local Authorities that LBTH could use to improve its own NTE management approaches, e.g. Special Policy Areas/Late Night Levy?
 5. What is the wider cost-benefit analysis of NTE, e.g. tax receipts offset against policing/enforcement/health costs? Is this likely to change under the Business Rates Retention regime?
 6. What is the Council's long term vision for the NTE in the borough and is it fit for purpose, e.g. does it reflect the changing NTE

landscape in London and support the emerging local priorities set out in related work such as the Town Centre Strategy, Local Plan and Licensing Policy Refresh?

- 3.6 The report with recommendations is attached as Appendix 1. There are 11 recommendations arising from the review which are outlined below:

Recommendation 1:

The Council develops a vision for the coming five to ten years for the Night Time Economy in the Borough

Recommendation 2:

The Council appoints a “Night Czar” for the Borough who is a champion for a balanced Night Time Economy, a voice for all and not just businesses and their customers.

Recommendation 3:

The Council urgently reviews its Cumulative Impact Zone as the policy has failed to control the growth of licensed premises

Recommendation 4:

The Council ensures that if a Late Night Levy is introduced, funds raised by the Levy fund additional activity, clarity is gained about what the 70% of funding allocated to the Police will be used for and explores the Soho model of using the Late Night Ley as a way of bringing businesses and residents together

Recommendation 5:

The Council maps the “customer journey” for local residents through the licensing and enforcement process, with the aim of creating a clear guide for local people on who to contact and when if they are being affected by the NTE, accompanied by service improvement

Recommendation 6:

The Council reviews its staffing approach for enforcement officers for issues such as noise nuisance and anti-social behaviour (ASB) to ensure that officers are available at times of high demand such as late night at weekends

Recommendation 7:

The Council ensures that its skills and employment support provides local residents and young people with the assistance they need to take advantage of opportunities for employment in night time economy employers.

Recommendation 8:

The Council reviews its Assets of Community Value process, and ensures that provisions in the Local Plan are robustly and consistently applied to save pubs and clubs as community assets

Recommendation 9:

The Council explores licensing and enforcement options for new, “sharing economy” entrants to the NTE in the Borough such as AirBnB

Recommendation 10:

The Council reviews its approach to ensuring adequate public toilet facilities for those using the NTE and travelling between venues to reduce the impact of public fouling on residents local to NTE zones.

Recommendation 11:

The Council conducts a comprehensive impact assessment of the impact of the Night Time Economy on residents, services and businesses.

- 3.7 Once agreed, the Working Group’s report will be submitted to Cabinet for a response to the recommendations.
- 3.8 Comments from the services suggest that while being ambitious there are a number of actions which can be delivered to support the recommendations. The development of a stakeholder group to steer delivery of the action plan would be welcomed, in particular to assist map the current licensing and enforcement process. Additionally, there are limitations in reconsidering the current approach to provide public toilet facilities for those using the NTE. No additional budget has been agreed to increase the toilet provision. Any new provisions of public toilet facilities would incur additional costs for management and maintenance, which includes tackling improper use.
- 3.9 Finally, concerning monitoring impact of the Council’s efforts on the night time economy. A comprehensive impact assessment with far reaching goals would need input from a number of Council Departments and external stakeholders. This would need corporate ownership and a further steer from DLT / CLT on how this should be shaped and what information may be available to demonstrate impact.

5. COMMENTS OF THE CHIEF FINANCE OFFICER

- 5.1 The report makes 11 specific recommendations aimed at creating a balanced night time economy within Tower Hamlets and seeks O&S approval to put these forward for Cabinet consideration. The review also highlighted the need for the Council to ensure that funds raised through the introduction of a Late Night Levy would be available to fund additional activity relating to the Night Time Economy through the Community Safety Partnership.
- 5.2 Whilst there are no direct financial implications arising from the recommendations should the Council agree to accept and implement any of the recommendations, consideration will need to be given to additional costs that may be incurred outside of any budget provision.

Appropriate funding would then need to be identified through the Council's financial approval process.

6. LEGAL COMMENTS

5.1 The Council is required by section 9F of the Local Government Act 2000 to have an Overview and Scrutiny Committee and to have executive arrangements that ensure the committee has specified powers. Consistent with this obligation, Article 6 of the Council's Constitution provides that the Overview and Scrutiny Committee may consider any matter affecting the area or its inhabitants. The Committee may also make reports and recommendations to Council or the Executive in connection with the discharge of any functions.

5.2 The report makes 11 specific recommendations aimed at creating a balanced night time economy within Tower Hamlets and all are capable of being undertaken within the Council's powers. There are therefore no direct legal implications arising from this report.

5.3 When considering its approach to this report and its recommendations, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who do not. Information relevant to this is contained in the One Tower Hamlets section below

7. ONE TOWER HAMLETS CONSIDERATIONS

6.1 The focus of this review is the delivery of a balanced Night Time Economy in the Borough, ensuring that the benefits of a thriving local NTE are balanced against mitigating the negative impacts that the NTE can have on local people. The recommendations made in this report aim to improve this balance, delivering a more equitable outcome for all residents impacted by the NTE.

8. BEST VALUE (BV) IMPLICATIONS

7.1 The recommendations in this report are made as part of the Overview & Scrutiny Committee's role in helping to secure continuous improvement for the council, as required under its Best Value duty. Getting the Council's pupil projections as accurate as possible ensures the DfE allocates its funding commensurate to the borough's need. Schools that open where there is no need risk becoming financially unsustainable in their current form due to surplus capacity.

9. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

8.1 There are no direct sustainable actions for greener environment arising from this report.

9. RISK MANAGEMENT IMPLICATIONS

- 9.1 Recommendations from this review aim to develop a Borough-wide vision for the Night Time Economy, informed by a comprehensive impact assessment. An evidence based approach to policy development such as this would reduce the risk of poorly targeted service provision and investment.

10. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 10.1 The recommendations from this review aim to help balance negative impacts of the NTE, including nuisance such as excessive noise and anti-social behavior.

11. SAFEGUARDING IMPLICATIONS

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

Linked Reports, Appendices and Background Documents

Linked Report

- NONE

Appendices

- Report as agreed by OSC in September 2017 (Appendix One)
- Draft action plan (Appendix Two).

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

- NONE

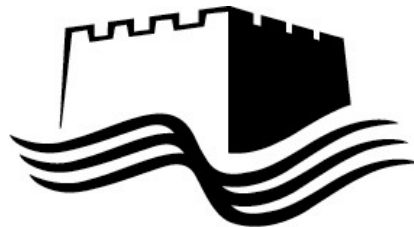
Officer contact details for documents:

N/A

APPENDIX 1

Creating a Balanced Night Time Economy in Tower Hamlets

Scrutiny Review Report



TOWER HAMLETS

September 2017

Chair's Foreword

Our Night Time Economy is thriving and expanding, we have seen it diversify on Brick Lane, growing in Canary Wharf and in neighbourhoods near the Olympic Park and with this comes jobs and opportunities for London.

Unfortunately, our Night Time Economy is not balanced and often local people are forced to suffer from related nuisance and anti-social behaviour. At our public session, we heard many local people highlight the challenges they face on weekends. We also heard about the frustration with some local services that are not yet on the front foot in tackling these challenges.

Our review recommends a number of steps the London Borough of Tower Hamlets could take to create a balanced Night Time Economy. From introducing a voice for all a Tower Hamlets Night Czar, having a noise nuisance team available throughout the weekends and to conduct a comprehensive impact assessment of the impact of the Night Time Economy to enable evidence based policy decision making.

I would like to thank everyone who participated in this review and who attended our public session.

Councillor John Pierce

Summary of Recommendations

- **Recommendation 1:** The Council develops a vision for the coming five to ten years for the Night Time Economy in the Borough
- **Recommendation 2:** The Council appoints a “Night Czar” for the Borough who is a champion for a balanced Night Time Economy, a voice for all and not just businesses and their customers.
- **Recommendation 3:** The Council urgently reviews its Cumulative Impact Zone as the policy has failed to control the growth of licensed premises
- **Recommendation 4:** The Council ensures that if a Late Night Levy is introduced, funds raised by the Levy fund additional activity, clarity is gained about what the 70% of funding allocated to the Police will be used for and explores the Soho model of using the Late Night Levy as a way of bringing businesses and residents together
- **Recommendation 5:** The Council maps the “customer journey” for local residents through the licensing and enforcement process, with the aim of creating a clear guide for local people on who to contact and when if they are being affected by the NTE, accompanied by service improvement
- **Recommendation 6:** The Council reviews its staffing approach for enforcement officers for issues such as noise nuisance and anti-social behaviour (ASB) to ensure that officers are available at times of high demand such as late night at weekends
- **Recommendation 7:** The Council ensures that its skills and employment support provides local residents and young people with the assistance they need to take advantage of opportunities for employment in night time economy employers.
- **Recommendation 8:** The Council reviews its Assets of Community Value process, and ensures that provisions in the Local Plan are robustly and consistently applied to save pubs and clubs as community assets
- **Recommendation 9:** The Council explores licensing and enforcement options for new, “sharing economy” entrants to the NTE in the Borough such as AirBnB
- **Recommendation 10:** The Council reviews its approach to ensuring adequate public toilet facilities for those using the NTE and travelling between venues to reduce the impact of public fouling on residents local to NTE zones.
- **Recommendation 11:** The Council conducts a comprehensive impact assessment of the impact of the Night Time Economy on residents, services and businesses.

1. Introduction

- 1.1 A prosperous Night Time Economy (NTE) can be a great asset to any area, creating opportunities for economic growth and regeneration, as well as supporting the vibrancy of local neighbourhoods. However, successful NTEs also generate potentially damaging issues around anti-social behaviour, crime and environmental pollution.
- 1.2 Striking the balance between promoting a flourishing NTE and protecting the quality of life of residents is a major challenge for local authorities. If poorly managed local NTEs risk failing to grow in a sustainable way, and can instead become characterised by either clustered, out-of-control licensed establishments or under-performing, lifeless street scenes.
- 1.3 The NTE in London is currently high on the agenda of city leaders, and has been made a top-priority by the new London Mayor. His introduction of the Night Tube, recruitment of a Night Czar and public pronouncements on the future of high-profile London entertainment venues have all helped to bring a fresh focus on the potential benefits and drawbacks of the NTE.
- 1.4 These developments, together with the rapidly changing demographic and economic make-up of Tower Hamlets, made it an opportune time to review the current approach to the borough's NTE, especially in terms of the current policy offer, its vision for the future of the borough's NTE and whether the interests of business and residents are sufficiently balanced.
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 6. What is the Council's long term vision for the NTE in the borough and is it fit for purpose, e.g. does it reflect the changing NTE landscape in London

and support the emerging local priorities set out in related work such as the Town Centre Strategy, Local Plan and Licensing Policy Refresh?

- 1.6 The review was chaired by Cllr John Pierce, Chair of the Overview and Scrutiny Committee and took the form of four evidence sessions:

Session 1, held in October 2016 received evidence from the Council's Licensing Service, Planning Service and Economic Development Service

Session 2, held in December 2016 received evidence from the Council's Cabinet Member for Community Safety, the Community Safety Service, the Public Health Service and the Metropolitan Police.

Session 3, held in December 2016 received evidence from the trade associations the British Hospitality Association and the Association of Licensed Multiple Retailers.

Session 4, held in April 2017 was a public meeting addressed by London Borough of Tower Hamlets Mayor, John Biggs, and the Mayor of London's Night Czar Amy Lamé. The event, attended by over 70 people, heard evidence from local residents, business owners and night time economy professionals.

- 1.7 Other members of the review committee included:

| | |
|-----------------------------|--|
| Cllr Clare Harrisson | Overview and Scrutiny Committee Member |
| Cllr Julia Dockerill | Overview and Scrutiny Committee Member |
| Cllr Abdul Mukit | Overview and Scrutiny Committee Member |
| Robin Fellgett | Co-opted Member from Open Shoreditch |

The review was supported by;

| | |
|-------------------|--|
| John Cooke | Senior Strategy Policy and Performance Officer |
|-------------------|--|

The panel received evidence from members of the Executive, a range of officers and experts including;

London Borough of Tower Hamlets:

| | |
|---------------------------|--|
| Mayor John Biggs | Mayor of Tower Hamlets |
| Cllr Shiria Khatun | Deputy Mayor and Cabinet Member for Community Safety |
| Andy Scott | Acting Divisional Director for Economic Development |
| Tom Lewis | Team Leader – Licensing |
| Melanie Aust | Economic Development |
| Chris Lovitt | Associate Director of Public Health |
| Rachael Sadegh | DAAT Co-ordinator |
| David Tolley | Head of Trading Standards and Environmental Health |

Greater London Authority:

| | |
|-----------------|-------------------|
| Amy Lamé | London Night Czar |
|-----------------|-------------------|

Metropolitan Police:

| | |
|--------------|---------------------------------------|
| Martin Kirby | Chief Inspector, Metropolitan Police |
| Mark Perry | Police Constable, Metropolitan Police |

Trade Associations:

| | |
|-------------------------|--|
| Vernon Hunte | Government Affairs Director, British Hospitality Association |
| Tony Sophoclidis | Director of Communications, Association of Licensed Multiple Retailers |

2. National and Regional Context

2.1 The Night Time Economy of the UK is estimated to be worth £66bn per year to the economy, and to employ 1.3 million people.¹ Through its role in providing cultural amenity and social networks, the NTE nationally has positive social as well as economic impacts.

2.2 Weighed against this, the NTE nationally also brings associated problems such as violent crime, alcohol-related injuries and underage drinking, and these impacts are managed and mitigated by a wide range of both local authority and other public sector actors within localities.

2.3 There is no overall national Night Time Economy Strategy. The main spatial and structural decisions regarding the NTE in localities are guided by local authority planning and licensing services.

2.4 Planning

2.4.1 National planning policy recognises evening and night-time uses such as cinemas, restaurants, bars, pubs, night clubs and casinos to be main town centre uses.

2.4.2 The London Plan supports the success of London's entertainment enterprises and the "cultural, social and economic benefits that they offer to its residents, workers and visitors". This includes identifying, managing and co-ordinating strategic and local clusters of night-time activities.

2.4.3 The Greater London Authority's Town Centres Supplementary Planning Guidance (SPG) recognises the contribution the evening and night-time economy can make to town centre vitality and viability, but also that:

- negative impacts should be managed through gathering local evidence
- the management of such uses should be co-ordinated across different services
- the cumulative impacts of premises should be considered

2.4.4 In particular, boroughs are encouraged to bring forward policies to retain and enhance pubs and live music venues.

2.5 Licensing

2.5.1 The Licensing Act (2003) regulates licensable activities. These licensable activities are:

- Sale of alcohol by retail
- Regulated Entertainment
- Late Night Refreshments

2.5.2 The Licensing Act (2003) requires that an application should be made by anyone wishing to undertake licensable activities, and requires that licensees must promote the four Licensing Objectives, which are:

- The prevention of crime and disorder,
- The prevention of public nuisance,
- Public safety,

¹ *Building A Vibrant Night Time Economy*, LGiU, 2016 pg.3

- The protection of children from harm.

2.6 The Greater London Authority

- 2.6.1 The Mayor of London, Sadiq Khan appointed Amy Lamé as London's first Night Czar in November 2016.
- 2.6.2 London is the biggest city in the world to appoint a Night Czar, and Ms Lamé's appointment followed the creation of night mayors in other world cities including Amsterdam, Berlin and San Francisco. The position was a key manifesto commitment during Mayor Khan's Mayoral election campaign and Ms Lamé became the UK's first-ever Night Czar.
- 2.6.3 The appointment of a Night Czar for London reflects a wider intention of the Mayor for London to become a "24 Hour City". Mayor Khan also announced the appointment of Philip Kolvin QC as Chair of the Night Time Commission in December 2016. Mr Kolvin has been asked by the Mayor to preside over a revamped Night Time Commission, bringing together stakeholders from across the night-time economy including local authorities, the Metropolitan Police, club and venue owners, and residents.
- 2.6.4 Since the start of 2017, Mr Kolvin has been working alongside the Night Czar to develop a vision for London as a 24 hour city. Whilst details of this vision have not yet been released, the Mayor has consistently stated his commitment to the capital's night-time economy, including safeguarding the future of clubs and live music venues.
- 2.6.5 Between 2008 and the end of 2016, the Greater London Authority research suggests that London has lost 50 per cent of its nightclubs and 40 per cent of its live music venues² and the Mayor has made a manifesto commitment to protect these venues as cultural spaces.
- 2.6.6 August 2016 also saw the introduction of the Night Tube in London, meaning that a 24-hour service now runs on the Central, Victoria, Jubilee, Northern and Piccadilly lines on Fridays and Saturdays.
- 2.6.7 Within Tower Hamlets there are three tube stations served by the night tube service; Bethnal Green and Mile End stations on the Central Line, and Canary Wharf station on the Jubilee Line.

² <http://www.london.gov.uk/press-releases/mayoral/mayor-announces-chair-of-night-time-commission>

3. The Night Time Economy in Tower Hamlets

3.1 Vision for the Night Time Economy in Tower Hamlets

3.1.1 In reviewing the evidence set out in the remainder of this report, it became clear to the Committee that whilst elements of the NTE in Tower Hamlets feature in the portfolios of a number of Cabinet members, and in the strategies, policies and plans of many council services, as well of those of local partners, there is no overarching vision, strategy or person responsible for the development of the NTE in the borough.

3.1.2 The Committee recommends that a vision for the NTE in the Borough be developed, and that in support of this, a single person be nominated who will be accountable for all things related to the NTE.

3.1.3 This approach is supported by the Local Government information Unit (LGiU) in their 2016 paper “Building a night vibrant night time economy” which observes:

“...many people are working independently to build the night time economy. Nominating a single person who will be the single point of accountability for all things related to the night time economy will bring those people together. The champion can create a coordinated strategy and ensure the momentum is maintained. This position could be a designated ‘night time economy champion’, which could be a cabinet member, or even a Night Mayor.

Having a single point of contact for these issues and a clear strategy builds confidence among businesses to know where to go for advice and to understand the logic behind the decisions being made. For agencies involved with management of these issues, knowing that someone is responsible for ensuring commitments are met and the agenda is moved forward is reassuring.

...Inevitably, the type of position and the structures around it will need to fit the local context, but what people are increasingly agreeing on around the country is the need to have someone responsible for driving the strategy.”³

3.1.4 Support for a “Night Czar” post in the Borough was also voiced at the Committee’s public meeting which was held in April 2017:

“I run an organisation called “Planning for Pubs” and am an expert on pub preservation ... Westminster is looking at appointing a pubs/NTE Champion – this is important – you need someone with a helicopter view to tie licensing, planning and other policies together on the NTE.”

RECOMMENDATION 1:

The Council develops a vision for the coming five to ten years for the Night Time Economy in the Borough

³ *Building A Vibrant Night Time Economy*, LGiU, 2016 pg.21

RECOMMENDATION 2:

The Council appoints a “Night Czar” for the Borough, who is a champion for a balanced Night Time Economy, a voice for all and not just businesses and their customers.

3.2 Business Numbers

3.2.1 Tower Hamlets has a diverse and growing night time economy, as can be seen in table 1. From a base of around 820 businesses in 2010, this grew to 1,160 by 2016.

| Industry category | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 |
|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Licensed restaurants | 215 | 215 | 250 | 260 | 285 | 300 | 320 |
| Unlicensed restaurants and cafes | 100 | 95 | 120 | 145 | 205 | 235 | 245 |
| Take away food shops & mobile food stands | 145 | 145 | 175 | 170 | 175 | 210 | 220 |
| Event catering activities | 145 | 110 | 140 | 125 | 65 | 90 | 90 |
| Other food service activities | 10 | 10 | 15 | 25 | 95 | 75 | 75 |
| Licensed clubs | 15 | 15 | 10 | 10 | 15 | 10 | 10 |
| Public houses and bars | 150 | 150 | 140 | 135 | 125 | 125 | 130 |
| Hotel & other accommodation | 40 | 40 | 50 | 60 | 60 | 55 | 70 |
| Total Accom. & Food services | 820 | 780 | 900 | 930 | 1,025 | 1,100 | 1,160 |

Table 1: The Tower Hamlets Night Time Economy: Business numbers over time

3.3 Distribution across the Borough

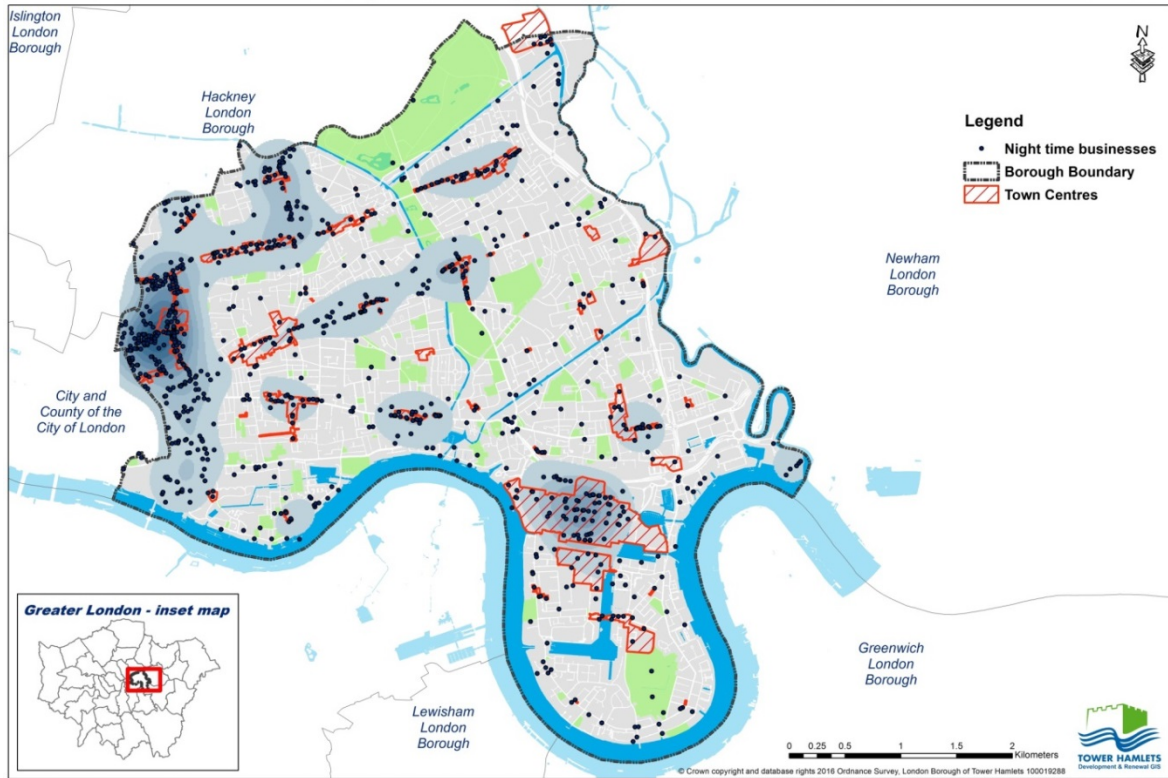
3.3.1 The Borough has a number of Night Time Economy Hubs, from the well established in areas such as Brick Lane and Canary Wharf, to emerging zones in areas such as Hackney Wick and Bethnal Green.

3.3.2 Map 1 provides a visual representation of the density of night time businesses across the Borough.

3.3.3 Map 2 provides a visual representation of the types of night time businesses in Tower Hamlets by category.

Density map for night time businesses in Tower Hamlets

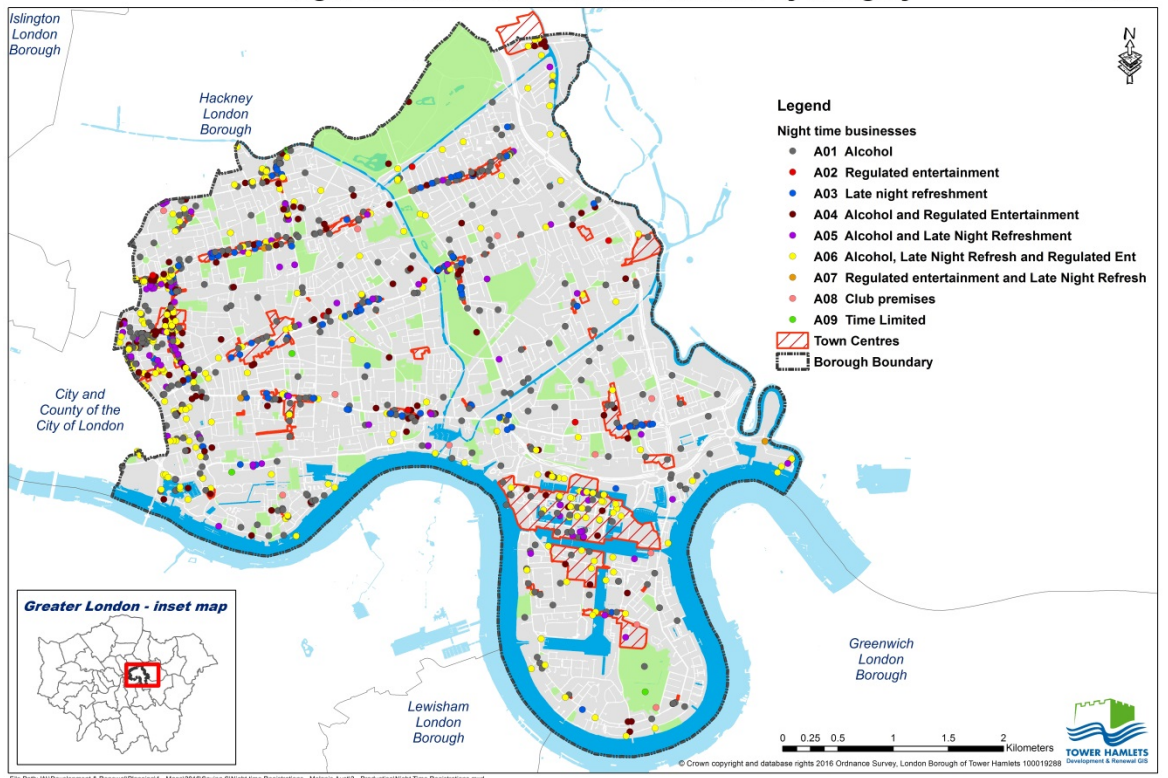
Date: 27/10/2016



Map 1: density map of night time businesses across the Borough.

Night time businesses in Tower Hamlets by category

Date: 27/10/2016



Map 2: Night time businesses in Tower Hamlets by category

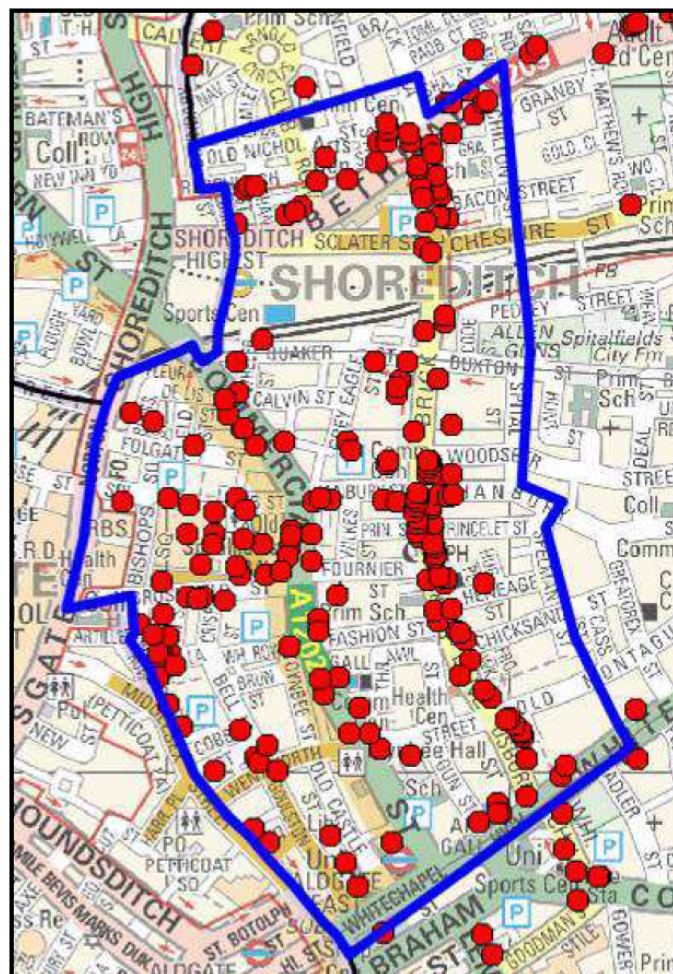
- 3.4 Licensed Premises and the Night Time Economy
- 3.4.1 In late October 2016, the Borough contained 1103 premises licensed to sell alcohol, of which 314 were licensed to supply alcohol after midnight.
- 3.5 Cumulative Impact Zone
- 3.5.1 Under the Licensing Act 2003, the Council is required to determine its policy with respect to exercising its licensing functions and as part of that policy, the Council may have a special policy whereby it can designate an area within the Borough as a Cumulative Impact Zone (CIZ), if it feels that the number of licensed premises is having an adverse impact on any of the Licensing Objectives i.e. crime and disorder, noise/nuisance, public safety and harm to children.
- 3.5.2. In November 2013, the CIZ for the Brick Lane area came into effect after adoption of the Statement of Licensing Policy at Full Council. The boundaries of the Cumulative Impact Zone are shown in Map 3, on the following page.
- 3.5.3 The effect of this Special Cumulative Impact Policy is to create a rebuttable presumption for applications in respect of the sale or supply of alcohol on or off the premises and/or late Night Refreshment for new Premises Licences, Club Premises Certificates or Provisional Statements and applications for variations of existing Premises Licences, Club Premises Certificates (where the modifications are relevant to the issue of cumulative impact for example increases in hours or capacity).
- 3.5.4 Where the premises are situated in the cumulative impact zone and a representation is received, the licence will be refused. To rebut this presumption the applicant would be expected to show through the operating schedule and where appropriate with supporting evidence that the operation of the premises will not add to the cumulative impact already being experienced. This policy does not act as an absolute prohibition on granting/varying new licences in the Cumulative Impact Zone.
- 3.5.5 The Council is currently undertaking a Statement of Licensing Policy review, and will be consulting on the Statement of Licensing Policy in late 2017/early 2018. As part of the review, the impact of the CIZ is being considered. Analysis conducted as part of the review has identified that:
- A year on year reduction in crime and antisocial behaviour linked to licensed premises within the CIZ has been seen since January 2015, with a reduction of 150 incidents between January and December 2015, and a further reduction of 167 incidents between January and December 2016.
 - The number of complaints relating to the CIZ received by the Council's Licensing and Noise Teams has reduced from 520 complaints during the period 1/12/2010, to 29/10/2013 to 190 complaints during the period 6/11/2013 and 1/11/2016
 - Fewer licenses have been granted within the CIZ since its introduction, down from 190 granted between 3/8/2005 and 1/11/2013 to 63 granted between 25/11/2013 and 15/9/2016.
- 3.5.6 Evidence that the Committee received regarding the CIZ showed a mix of views. The Council's Licensing Service reported that whilst there was a

feeling amongst some that the CIZ had been introduced too late, it was felt that the CIZ's implementation had allowed discussion and mediation with regards to noise and other mitigations with those seeking post 11pm licenses in the Zone.

3.5.7 Members of the public attending the Committee's public meeting in April 2017 commented:

"The CIZ has done some good, and was a wonderful aspiration, but in the last couple of years the Licensing Committee has approved a higher proportion of licenses inside the CIZ than outside it ...The council also doesn't always seem to make the most of the legal remedies available for dealing with bad licensees."

3.5.8 Following the evidence heard by the Committee, there was concern amongst Committee members that the Council's Licensing Committee may not be applying the CIZ Policy correctly in considering applications for licenses within the CIZ. The Council's Licensing Service have subsequently confirmed that Licensing Committee members have received re-training regarding the policy from the Council's Legal Services team, and there is confidence that the Licensing Committee is applying the policy correctly.



Map 3: Brick Lane Cumulative Impact Zone (red dots on the map show licensed premises at the time of the CIZ's proposal) *Map Courtesy of the Metropolitan Police*

RECOMMENDATION 3:

The Council urgently reviews its Cumulative Impact Zone as the policy has failed to control the growth of licensed premises

3.6 Late Night Levy

- 3.6.1 The Police Reform and Social Responsibility Act 2011 introduced the provision for Councils to impose a late night levy for the sale of alcohol within their area.
- 3.6.2 The Regulations governing the introduction of the levy set the amount of levy that can be imposed in relation to the rateable value of the property; how the levy should be divided amongst the Metropolitan Police and Council; and the type of activities that the levy can be spent on within the Council. The levy is set by Government depending on the rateable value of the property that is licenced to retail alcohol. The levy is collected at the same time as the licence fee.
- 3.6.3 The levy enables the Council to raise a contribution from late opening alcohol suppliers towards managing the night-time economy. It is a provision which the Council has the power to adopt, but the levy must cover the whole of the licensing authorities' area (i.e. the whole borough). The Council can also choose the period during which the levy applies every night, between midnight and 6.00am, but it must be the same for every day. There is also a possibility for specific exemptions and reductions to be granted with regards to the levy payment.
- 3.6.4 The aim of the levy is to empower Councils to charge businesses that supply alcohol late into the night, for the extra costs that the night-time economy generates for police and Councils (as licensing authorities). The Government consider it is right for businesses which profit by selling alcohol in the night time economy to contribute towards the costs of managing the night-time economy.
- 3.6.5 If the Council chooses to introduce the levy in their area, all licensed premises which are authorised to sell alcohol within the levy period are able to make a free minor variation to their licence before the levy is introduced, so as to avoid the levy.
- 3.6.6 The Metropolitan Police would receive approximately 70% of the net levy revenue should a late night levy be introduced in Tower Hamlets. The net levy revenue amount would be less deduction by the Council for such items as the collection of payments, procedure for implementation of the levy and publication of its statutory statement. Should a levy be introduced in Tower Hamlets, the Mayor's Office for Policing And Crime (MOPAC) have agreed to have their allocation spent within the Borough through the current partnership arrangements.
- 3.6.7 The Council must allocate their proportion of the net levy amount on the following activities:
- Reduction or prevention of crime and disorder
 - Promotion of public safety

- Reduction or prevention of public nuisance
 - Cleaning of any relevant highway or relevant land in its area
- 3.6.8 It is estimated that the LNL would raise approximately £350,000, although this would be dependent on the exemptions and reductions that may be granted.
- 3.6.9 The provision of free minor variations during the lead to the introduction of the levy would have an impact on this estimate. As of May 2016 there were 386 licences that could be affected, pending applications for minor variations, the exemptions agreed and licence holders joining the Best Bar None scheme.
- 3.6.10 The increase in annual fee for the licence holder would vary depending on the rateable band of the property. The annual fee, without the levy component is set by Government depending on the rateable value of the property.
- 3.6.11 Other London Borough's such as Camden and Islington have also introduced a Late Night Levy and Hackney has undertaken a consultation for their proposal to introduce a Levy.
- 3.6.12 Initial reports from Islington, who introduced the levy in November 2014, are that it has had a positive impact on reducing incidents related to late night drinking and thus improved the night time economy.
- 3.6.13 The Council as the Licensing Authority must consider the desirability of introducing a levy in relation to the costs of policing and other arrangements for the reduction or prevention of crime and disorder.
- 3.6.14 The introduction of the levy would contribute to the Council's overall strategy in reducing anti-social behaviour within the Borough and would enable further projects to be undertaken to reduce impacts on residents and to ensure that visitors to the Borough have an enhanced safe experience.
- 3.6.15 The Metropolitan Police and the Council would have to determine how they would wish to spend their allocation and detail the additional work that would be carried out to police the night time economy. Projects that could be funded through the Partnership include:
- Taxi Marshalls
 - Street Pastors
 - Street Cleaning
 - Enforcement Initiatives – Night time enforcement officers
 - Personal Safety Initiatives
 - Health Care Facilities
 - Additional Police or private security
 - Financial support could be provided to assist schemes that promote improved management of licenced premises, such as Best Bar None or
 - Pub watch
- 3.6.16 Based on the current number of premises opening between midnight and 6am, and using midnight as the point the levy commences, the additional income would be in the region of £350,000. This figure will vary if premises apply to reduce their operating hours. The Council is able to deduct the costs

of applying and collecting the levy and it is estimated that this would be in the region of £50,000.⁴

3.6.17 The Council considered the proposal to introduce a LNL at its meeting on 18 January 2017, and agreed

1. That the Late Night Levy be adopted;
2. That the levy commencement period should be the 1st June 2017.
3. That the commencement time should be from midnight
4. That the income from the levy, less collection costs, should be allocated through the Community Safety Partnership.
5. That Members of the Best Bar None Scheme should receive a 30% reduction from the levy.
6. That the following premises would be exempt from the levy:
 - Premises with overnight accommodation
 - Theatres and Cinemas
 - Bingo Halls
 - Community Amateur Sports Clubs
 - Community premises
 - Premises opening past midnight for New Years Eve only
7. That the following licenced premises would not be exempt from the levy :
 - Country Village Pubs
 - Premises in Business Improvement Districts
 - Premises that receive a small business rate relief

3.6.18 Due to issues with the consultation process held in 2016, it was subsequently decided, however, not to introduce the Late Night Levy on 1 June 2017.

3.6.19 The council has re-launched the consultation and is now consulting on the introduction of a late night levy for premises authorised to sell/supply alcohol between midnight and 6am to be introduced on 1 January 2018.

RECOMMENDATION 4:

The Council ensures that if a Late Night Levy is introduced, funds raised by the Levy fund additional activity, clarity is gained about what the 70% of funding allocated to the Police will be used for and explores the Soho model of using the Late Night Ley as a way of bringing businesses and residents together

⁴ London Borough of Tower Hamlets Report of Cabinet to Council on 18 January 2017 "Late Night Levy Consideration – post consultation" Paragraph 3.15

3.7 Best Bar None

- 3.7.1 The Best Bar None award scheme was piloted in Manchester City Centre in 2003 to promote the responsible management and operation of alcohol-licensed premises. It was supported by the Home Office and the British Institute of Innkeeping and now has the backing of brewers and spirit producers Diageo GB, Heineken, Molson Coors and Pernod-Ricard. The scheme has grown as more local authorities operate Best Bar None schemes.
- 3.7.2 In 2014 the scheme was introduced to Tower Hamlets initially covering Brick Lane within the Cumulative Impact Zone. In 2016 it was extended to the rest of the borough. Should the Late Night Levy be introduced in the Borough, all assessed and approved venues of the Best Bar None scheme will be entitled to 30 per cent off the Late Night Levy.
- 3.7.3 Tower Hamlet's Best Bar None scheme recognises, promotes and rewards the responsible management and operation of alcohol-licensed premises. The aim is to offer and maintain a high quality, safe and enjoyable social experience within the borough for those that live, work or visit the area.

3.8 The Night Time Economy and the Local Health System

- 3.8.1 The Committee heard evidence from the Council's Public Health Service at its meeting on 7 December 2016. It was noted that there are health and wellbeing benefits delivered by the NTE in the Borough, including amenity, employment opportunities, cultural provision and a place where many make and maintain the social connections that sustain throughout their lives.
- 3.8.2 The NTE is also associated with a number of negative health impacts including; binge drinking, substance misuse; consumption of "fast food" which tends to be less healthy; increased levels of sexual assault; violent crime and injury; use Novel Psychoactive Substances (NPS, also known colloquially as "legal highs") and associated negative health impacts and negative impacts on mental health.
- 3.8.3 Analysis of London Ambulance call outs shows clear pressure points in the system, with incidents being focused late at night/early morning, particularly on Friday night/Saturday early morning, and Saturday night/Sunday early morning, as evidenced by Table 2 on page 19.
- 3.8.4 Allied to this pressure on the Ambulance Service is pressure on the Hospital system. The proportion of drug and alcohol related visits to Accident and Emergency significantly increases on Friday and Saturday nights, and LBTH is in the top third of London Boroughs for hospital admissions due to alcohol, and the third highest in London for admissions of under 18s due to alcohol.
- 3.8.5 A range of approaches have been developed nationally to mitigate the impacts of the NTE in areas on the local health economy. The Cardiff Model was highlighted as an example of best practise which the Borough would benefit from if fully implemented. This approach involves information being collected from patients who have been the victim of an assault and subsequently sought treatment in an emergency department. This information is anonymised, and is shared with community safety partners. It is set up as a

population level preventative programme so that no identifiable data is shared, and there is no risk of an individual being identified from the data set.

- 3.8.6 The data collected includes the date and time the violence occurred, location of violence, if weapons were used and how many assailants there were. These key pieces of information help to identify violence 'hot spots', which enable partners to take appropriate action to prevent further harm. This may include challenging the practices of a licensed venue, altering policing patterns or introducing an intervention such as street pastors into the night time economy.
- 3.8.7 To be effective the information from the hospitals needs to be accurate and it must be shared correctly to inform licensing, policing and crime prevention interventions. Where this is achieved, this approach has been repeatedly demonstrated to reduce levels of violence and also hospital admissions.⁵
- 3.8.8 Partnership work is already underway in Tower Hamlets with some data sharing in line with the Cardiff model taking place, along with activity such as alcohol screening and referral into drugs and alcohol services, but there is a lack of live data sharing and premises specific data, and also inconsistency in screening and follow up for alcohol and drugs services.
- 3.8.9 Given the challenges outlined above, the Public Health Service advised that a full needs assessment relating to the NTE, including economic impact, an ongoing partnership approach including full adoption of the Cardiff Model, and the establishment of robust pathways for follow-up and evidence sharing would be the recommended approach to address the NTE and its impacts on the health system.

⁵ <http://www.publichealthdorset.org.uk/protecting/cardiff-model/>

London Ambulance Service – Callouts Snapshot

| Hour of Day | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Incidents by Hour of Day |
|--------------------------|------|------|------|-------|------|------|------|--------------------------|
| 12-1am | 66 | 69 | 60 | 63 | 77 | 101 | 126 | 562 |
| 1-2am | 45 | 54 | 43 | 47 | 58 | 103 | 140 | 490 |
| 2-3am | 35 | 42 | 39 | 33 | 35 | 98 | 127 | 409 |
| 3-4am | 33 | 39 | 36 | 31 | 36 | 94 | 101 | 370 |
| 4-5am | 18 | 29 | 29 | 18 | 26 | 76 | 76 | 272 |
| 5-6am | 16 | 14 | 13 | 12 | 18 | 41 | 43 | 157 |
| 6-7am | 15 | 26 | 21 | 25 | 30 | 24 | 46 | 187 |
| 7-8am | 21 | 24 | 22 | 23 | 15 | 26 | 44 | 175 |
| 8-9am | 29 | 27 | 25 | 29 | 36 | 40 | 35 | 221 |
| 9-10am | 32 | 31 | 41 | 33 | 34 | 33 | 30 | 234 |
| 10-11am | 37 | 38 | 44 | 44 | 41 | 54 | 39 | 297 |
| 11-12pm | 40 | 34 | 54 | 54 | 51 | 42 | 58 | 333 |
| 12-1pm | 48 | 41 | 43 | 46 | 45 | 50 | 48 | 321 |
| 1-2pm | 62 | 46 | 59 | 51 | 56 | 82 | 56 | 412 |
| 2-3pm | 60 | 61 | 52 | 51 | 72 | 66 | 58 | 420 |
| 3-4pm | 70 | 70 | 38 | 67 | 71 | 73 | 58 | 447 |
| 4-5pm | 63 | 82 | 73 | 78 | 76 | 73 | 70 | 515 |
| 5-6pm | 65 | 61 | 61 | 57 | 64 | 55 | 72 | 435 |
| 6-7pm | 77 | 82 | 53 | 79 | 64 | 75 | 92 | 522 |
| 7-8pm | 92 | 73 | 75 | 67 | 76 | 83 | 66 | 532 |
| 8-9pm | 83 | 77 | 81 | 80 | 82 | 78 | 64 | 545 |
| 9-10pm | 77 | 85 | 89 | 73 | 94 | 90 | 70 | 578 |
| 10-11pm | 91 | 78 | 80 | 99 | 102 | 86 | 87 | 623 |
| 11-12pm | 86 | 66 | 71 | 94 | 94 | 128 | 67 | 606 |
| Incidents by day of Week | 1261 | 1249 | 1202 | 1254 | 1353 | 1671 | 1673 | 9663 |

Table 2: Snapshot of London Ambulance Service callouts provided to the Committee in December 2016

Key

| Hour of Week | Hour of Day | Day of Week |
|--------------|-------------|-------------|
| Top 10% | Top 10% | Top 10% |
| 10-20% | 10-20% | 10-20% |
| 20-50% | 20-50% | 20-50% |
| < 50% | < 50% | < 50% |

3.9 The Tower Hamlets Community Safety Partnership

3.9.1 The Tower Hamlets Community Safety Partnership (CSP) is a multi-agency strategic group set up following the Crime and Disorder Act 1998. The partnership approach is built on the premise that no single agency can deal with, or be responsible for dealing with, complex community safety issues and that these issues can be addressed more effectively and efficiently through working in partnership. It does this by overseeing the following:

- Service outcomes
- Leadership and partnership working
- Service planning & performance management
- Resource management & value for money
- Service use and community engagement
- Equality & diversity

3.9.2 The Community Safety Partnership is one of four community plan delivery groups which are held responsible by the partnership executive for delivering the aims/actions contained within the Community Plan. The CSP is made up of both statutory agencies and co-operating bodies within the borough. The statutory agencies are:

- Tower Hamlets Police
- London Borough of Tower Hamlets
- National Probation Service
- London Community Rehabilitation Company (CRC)
- Hackney, City of London and Tower Hamlets Community Rehabilitation Company (CRC)
- London Fire Brigade
- NHS Tower Hamlets Clinical Commissioning Group

3.9.3 The above are supported by key local agencies from both the public and voluntary sectors. Housing providers have a key role to play in addressing crime and disorder in their housing estates and these are represented by the Chair of the Tower Hamlets Housing Forum who is also the chair of the ASB strategy group. Victims and witnesses of crime and disorder are represented on the CSP by Victim Support. The extensive network of voluntary organisations within the borough, are represented by Tower Hamlets Council for Voluntary Services' Chief Executive.

3.9.4 Representation on the CSP is through attendance by senior officer / person within that organisation, with the authority to make strategic decisions on behalf of their agency/organisation.

3.9.5 Partners bring different skills and responsibilities to the CSP. Some agencies are responsible for crime prevention while others are responsible for intervention or enforcement. Some have a responsibility to support the victim, substance user and others have a responsibility to deal with the perpetrator. Ultimately the CSP has a duty to make Tower Hamlets a safer place for everyone.

3.9.6 The Tower Hamlets Community Safety Partnership (CSP) is required by law to conduct an annual assessment of crime, disorder, anti-social behaviour, substance misuse and reoffending within the borough, this is known as the strategic assessment. It is also required to consult members of the public and

the wider partnership on the levels of the above when producing its Community Safety Partnership Plan.

- 3.9.7 The strategic assessment and the findings of the public consultation are then used to produce the partnership's Community Safety Partnership Plan, which is also a statutory document.
- 3.9.8 The CSP's operational response to the NTE and associated crime and disorder is co-ordinated by the ASB Operations Group. The Group are responsible for the monitoring of emerging anti-social behaviour issues/concerns/threats and upon analysis of evidence, they will agree tasking of partnership resources to respond to these in local areas.
- 3.9.9 The ASB Operations Group, can task officers from across the partnership including Police Safer Neighbour Teams, Neighbourhood Policing Teams, Council funded Police Partnership Taskforce (PTF), ASB Investigation Officers, Youth Services, Council Licensing, Police Licensing, Youth Rapid Response Team, Tower Hamlets Enforcement Officers, Housing Providers and other partnership resources to specific areas to respond as a partnership to these issues.
- 3.9.10 The Partners have a wealth of expertise and knowledge as well as powers to address all types of anti-social behaviour (including alcohol related), and they use these proportionately required.
- 3.9.11 Partners have been and continue to be tasked to respond community concerns around crime and disorder in connection with the Night Time Economy, as and when calls for service and evidence shows that there is an issue which requires cross partnership response.
- 3.9.12 Recent targeted partnership operations to address street drinking in and around the Brick Lane area have resulted in individuals causing alcohol related crime and disorder entering appropriate treatment services, hostel accommodation for those rough sleeping and also displacement of those not will to address their issues into Hackney, rather than face enforcement action.

3.10 Noise Nuisance Enforcement

- 3.10.1 More than a third of requests for nuisance help that the council receives are about noise. The council can take action on excessive levels of noise considered to be a statutory noise nuisance. It can also carry out noise assessments and monitor construction site development to protect the wellbeing of the borough's residents and businesses. The council seeks to actively work with residents, businesses, developers and regional partners to control levels of noise.
- 3.10.2 The council operates an out-of-hours noise service between Thursday and Sunday each week, 8pm to 3.30am. The law enforced by the council's Environmental Health Officers deals with noise described as a statutory nuisance. This means that some issues cannot be dealt with as they fall outside this description. Examples include; rowdy behaviour in the street, everyday noise a neighbour, people moving around and talking, noise from flushing toilets, children running around.

3.11 Anti-Social Behaviour

- 3.11.1 Anti-social behaviour (ASB) is a term which covers a range of issues – from serious violence and harassment, to more everyday incidents and situations like noisy dogs or rubbish dumping. The definition of ASB provided on the council’s website is “Any activity that causes alarm, distress or harassment to the individual or the community”.⁶
- 3.11.2 Anti-social behaviour (ASB) is consistently identified by residents as a key issue affecting their quality of life. The council believes that nobody should have to live with anti-social behaviour and is committed to making a difference to improve the lives of Tower Hamlets residents. The council works in partnership with the Safer Neighbourhoods teams, Tower Hamlets residents and other local agencies, to deal with all anti-social behaviour that happens on the streets of Tower Hamlets.
- 3.11.3 Anti-Social Behaviour – A Blueprint for Local Action in Tower Hamlets
- 3.11.4 Following a review of anti-social behaviour in the borough, the report “Anti-social behaviour – A Blueprint for Local Action in Tower Hamlets” was produced and approved by Cabinet in June 2017 as the new approach to tackling anti-social behaviour in the borough.
- 3.11.5 The document sets out what the Council and the Community Safety Partnership intends to do to prevent and tackle anti-social behaviour, and provides a clear commitment to action with timescales and metrics which will be used to demonstrate progress. It identifies three priorities for the borough:
- Priority 1: Improved, victim focused, response to ASB in Tower Hamlets
 - Priority 2: Improved understanding of the impact of ASB on local communities and associated harm
 - Priority 3: Reduce the damaging effects of ASB by active engagement, working with communities, businesses and co- producing solutions to problems
- 3.11.6 A number of intended outcomes are identified relating to each priority. Outcomes for priority 3 include:
- “A safer night-time economy – minimising the impact of ASB.”, and
 - “A vibrant and well balanced evening and night-time offer for those that reside in and visit the Brick Lane area.”
- 3.12 Customer Experience
- 3.12.1 The committee received feedback from a number of residents and representatives of residents groups during the review about their experiences of being negatively impacted by the NTE, and their subsequent experience of trying to find solutions through the enforcement and licensing processes.
- 3.12.2 Feedback from the co-opted member of the review, and from residents at the public meeting on 6 April 2017 indicated that local residents found it difficult both to understand what service they should contact if they were being negatively impacted by the NTE. This became even more complicated in

⁶http://www.towerhamlets.gov.uk/ignl/community_and_living/community_safety__crime_preve/anti-social_behaviour/anti-social_behaviour.aspx

areas on the border with other Boroughs, where residents found that they were passed between Local Authorities and partner organisations, and found it hard to identify someone to take overall responsibility for dealing with the problem. An attendee at the public meeting commented:

“I’m the chair of a residents association, and have been commenting on license applications since the 2003 Licensing Act. It’s difficult to be vigilant on 24 hour licenses – I looked on the online LBTH licensing portal, and there were many cases where it wasn’t possible to view the licenses for businesses on Commercial Street. It can also be frustrating trying to get the right person at LBTH for the issue you have. There is a lack of coordination between licensing, planning and the police to strike the right balance between the NTE and those who need to sleep at night. I tried going through the LBTH ASB process, which took a long time but felt like I got nowhere. It’s also difficult dealing with the police because the responsible officers change posts so regularly.”

RECOMMENDATION 5:

- The Council maps the “customer journey” for local residents through the licensing and enforcement process, with the aim of creating a clear guide for local people on who to contact and when if they are being affected by the NTE, accompanied by service improvement

RECOMMENDATION 6:

The Council reviews its staffing approach for enforcement officers for issues such as noise nuisance and Anti-social behaviour (ASB) to ensure that officers are available at times of high demand such as late night at weekends

3.13 The Night Time Economy and Economic Development

3.13.1 The Committee received evidence from the Council’s Economic Development Service at its meeting of 27 October 2016.

3.13.2 Research carried out by the Association of Licensed Multiple Retailers states that Tower Hamlets has the 6th most-valuable Night Time Economy (NTE) in London and the 10th most valuable in the UK, with 583 core pub, club, bar and restaurants with a combined Gross Value Added (GVA) of £121 million.⁷

3.13.3 Between 2010 and 2016 the number of licensed restaurants in the Borough increased by 49% from 215 to 320 and the number of hotels and other accommodation increased by 75% from 40 to 70. In the same period the number of licensed clubs decreased from 15 to 10 and public houses and bars decreased from 150 to 130.

3.13.4 The hospitality sector offers a range of employment opportunities in the Borough. For those people that need flexibility in their employment, the sector offers good opportunities for part-time and shift work. Some employers in the

⁷ Draft Tower Hamlets Town Centre Strategy 2017 to 2022 (published by London Borough of Tower Hamlets for consultation in March 2017) Page 56

sector also offer training and apprenticeships, but the story is mixed with some concern that some employers regard local young people purely as a potential source of inexpensive labour. The Council works with employers when they first open their businesses in the Borough, making an offer to help match them with suitably skilled employees.

- 3.13.5 The Economic Development Service has recently published a draft Town Centre Strategy for the period 2017 to 2022. With reference to the NTE, the strategy recognises that, “There are opportunities to improve and manage the existing and emerging night time economy in Brick Lane, Whitechapel and Bethnal Green and work with local business and residential communities to develop and grow it in Roman Road East and Chrisp Street.”
- 3.13.6 Given the unique demography of Tower Hamlets, with its young population, and challenges relating to low skills and high unemployment amongst some residents, the Committee feels that it is important that the potential employment and knock-on benefits that the NTE can offer in the Borough and its residents is maximised.
- 3.13.7 The hospitality sector’s strengths in offering both flexible work opportunities and entry level job starts are a good match to addressing the needs of many people seeking to enter the job market, with spin off benefits for communities that experience higher levels of employment, and also NTE employers who will see an increasingly skilled workforce for their sector. The Committee recommends that the Council ensures that through its employment and skills offer for local residents, including the recently launched “Workpath” service it assists residents to maximise their employment opportunities in the local NTE.

RECOMMENDATION 7: The Council ensures that its skills and employment support provides local residents and young people with the assistance they need to take advantage of opportunities for employment in night time economy employers.

3.14 The Local Plan

- 3.14.1 National planning policy places Local Plans at the heart of the planning system. Local Plans set out a vision and a framework for the future development of the area, addressing needs and opportunities in relation to housing, the economy, community facilities and infrastructure – as well as a basis for safeguarding the environment, adapting to climate change and securing good design. They are also a critical tool in guiding decisions about individual development proposals, as Local Plans (together with any neighbourhood plans that have been made) are the starting-point for considering whether applications can be approved. It is important for all areas to put an up to date plan in place to positively guide development decisions.
- 3.14.2 National planning policy sets clear expectations as to how a Local Plan must be developed in order to be justified, effective, consistent with national policy and positively prepared to deliver sustainable development that meets local needs and national priorities.

The council's Local Plan Core Strategy was adopted in 2010. Strategic policy encourages “evening and night time economy uses that contribute to the vibrancy, inclusiveness and economic vitality of our town centre hierarchy” where:

- they are “not over-concentrated in areas where they will have a detrimental impact on local people”
- they complement existing uses and activities
- the impact of noise is managed through design and planning controls

3.14.3 In particular, spatial and place-making guidance seeks to:

- protect residential amenity in Shoreditch and Spitalfields using night-time planning management for proposals around Redchurch Street and Brick Lane
- promote evening and night-time uses in Aldgate to draw people from the City and contribute to the area's vibrancy
- include evening and night-time uses as part of regeneration at Chrisp Street to create a thriving, vibrant and multi-purpose town centre

3.14.4 The council's Managing Development Document (MDD) was adopted in 2013. Within the MDD, Development management policies direct restaurants (A3), public houses (A4) and hot food takeaways (A5) to the Central Activities Zone (CAZ), Tower Hamlets Activity Areas and designated town centres, with:

- a requirement to have a separation of at least two non-A3/4/5 unit between each A3/4/5 unit
- the proportion of hot-food takeaways not to exceed 5% of all units in the town centre with proximity to schools/leisure centres taken into account

3.14.5 The distinct roles of Canary Wharf and Brick Lane are also recognised, giving a more flexible approach for proposals in these locations though noting that careful monitoring was required in Brick Lane due to adverse effects on the amenity of resident.

3.14.6 Within the MDD, the policy on amenity seeks to protect from unacceptable levels of noise (and pollution). For evening and night-time uses guidance sets out that this includes noise from patrons entering or leaving and as such the Council may use conditions to control hours of operation.

3.14.7 The Council is currently consulting on 'Tower Hamlets Draft Local Plan 2031: Managing Growth and Sharing the Benefits' (Regulation 18) which sets out a proposed vision, objectives and planning policies to positively plan and manage development in the borough up to 2031. Changes relating to the evening and night-time economy include:

- Taking a more flexible approach to the location of new cafes, restaurants and drinking establishments where they are located outside of town centres but would have positive placemaking benefits – for example where they are located along dock, canal or river edges.
- Being more restrictive on new hot-food takeaways to recognise the negative impact such uses can have on town centre vitality and public health.

- Introducing stronger policies resisting the loss of public houses.
- Giving stronger protection to existing venues (such as music venues, night clubs and theatres) where noise-sensitive uses (such as housing) are proposed in their vicinity.

3.15 Community Right To Bid/ Assets of Community Value

3.15.1 The Community Right to Bid, also known as Assets of Community Value, gives people the chance to bid to buy and take over the running of assets that are of value to the local community.

3.15.2 The Community Right to Bid gives members of the local community the right to nominate buildings and land (assets) that they think are important to their community for listing on the Register of Assets of Community Value.

3.15.3 The right came into force in September 2012 as part of the Localism Act 2011, and the buildings or land can be publicly or privately owned.

3.15.4 If a building or land on the register comes up for sale or a lease of at least 25 years, the nominating group will be notified and they will have up to six weeks to say whether or not they will bid for it, and up to six months to prepare the bid to buy or lease it.

3.15.5 The owner does not have to sell the building or land to the community group, but they are allowed time to put together a bid to buy it on the open market.

3.15.6 A building or land can be listed as an Asset of Community Value if it:

- is currently being used, or was used in the last five years, for activities which improve the social wellbeing and interests of the local community; or
- will continue to be used for at least the next five years for activities which improve the social wellbeing and interests of the local community.

3.15.7 A number of public houses are currently listed on the Tower Hamlets Register of Assets of Community Value, which can be found at **Appendix 1**.

3.15.8 The Committee received evidence regarding the Assets of Community Value process in Tower Hamlets during its public meeting in April 2017;

“I run an organisation called “Planning for Pubs” and am an expert on pub preservation. I’ve been advising the Duke of Wellington in Spitalfields, and wanted to thank Mayor Biggs for his support. I’ve worked on around 40 cases of pubs that were under threat. The NTE is under threat from property developers due to high land and residential values.

LBTH has a reasonably good pub protection policy in its Local Plan, but it has been applied in an uneven way. It feels like the Planning Committee understands the issue, but some more consistency from planning officers would be welcome. The Assets of Community Value Policy also needs more attention. Westminster is looking at appointing a pubs/NTE Champion – this is important – you need someone with a

helicopter view to tie licensing, planning and other policies together on the NTE.”

RECOMMENDATION 8:

The Council reviews its Assets of Community Value process, and ensures that provisions in the Local Plan are robustly and consistently applied to save pubs and clubs as community assets

3.16 The Sharing Economy

3.16.1 Recent years have seen the emergence and proliferation of internet based “sharing economy” services. These services use information technology to allow users to share and make use of goods and services that would otherwise be underused, and range from financial services to transportation and accommodation.

3.16.2 One of the most successful examples of this type of service is Airbnb, a website that allows members to list accommodation space that they have available, and for other members to book and stay in these rooms/properties as an alternative to traditional hotel and bed and breakfast accommodation. Founded in 2008, the Airbnb website reports that it has served over 160,000,000 guests and currently has over 3,000,000 listings worldwide.

3.16.3 Where London property owners make use of services such as Airbnb, they are legally limited to making their properties available for short term lets for a maximum of 90 days in any year. Short-term rentals in Greater London are subject to a planning restriction, which makes the use of residential premises as temporary sleeping accommodation a “material change of use” for which planning permission is required.

3.16.4 In 2015, with the Deregulation Act, the Government introduced an exception to this restriction. The exception allows residential premises to be used for temporary sleeping accommodation without this being considered a “change of use”, so long as the cumulative number of nights of use as temporary sleeping accommodation does not exceed 90 nights in a calendar year, and so long as the person who provides the accommodation is liable to pay council tax. Local planning authorities may direct that this exception does not apply to certain residential premises or to residential premises in certain areas.

3.16.5 Following concerns expressed that local authorities in London were unlikely to have the resources needed to adequately enforce this “90 day rule”, Airbnb announced in December 2016 that it would monitor its London members’ adherence to it.

3.16.6 As of 1 January 2017, Airbnb’s systems automatically limit entire home listings in Greater London to 90 nights a year, unless the hosts confirm that they have the required permission to share their space more frequently.

3.16.7 There are, however, a significant number of other providers of similar services who have not made the same commitment, meaning that there is a risk that

property owners using their services may offer their properties for in excess of 90 days without the required planning permission.

- 3.16.8 During its evidence sessions, the Committee heard evidence suggesting that properties in the Borough have been rented out using sharing economy services, and that this had created problems in residential areas, with the properties being let for weekends to groups who used the properties to hold weekend-long parties, with ASB impacts on neighbouring properties within street and buildings.

RECOMMENDATION 9:

That the Council explores licensing and enforcement options for new, “sharing economy” entrants to the NTE in the Borough

3.17 Street Fouling

- 3.17.1 The Committee heard evidence from a number of residents living close to Brick Lane on the issue of street fouling associated with the Night Time economy locally. Contributions included:

“The area near me is like one large public toilet. Urine has seeped into my hallway. It’s awful”

“I am a local business owner. I raised the issue of public urination and ASB in the street... Local services need to manage ASB better. More public toilets need to be provided, and there should be better cleaning on roads that suffer from public urination.”

“I’m a Boundary estate resident...There are problems with urination, drug sellers and sex workers. The reality for us is urination and drugs as people from the NTE zones travel through our neighbourhoods between Brick Lane and Shoreditch.”

“I believe that practical solutions should be a focus. Thought needs to be given to the provision of more toilets, and couldn’t we find routes between NTE zones for people to take which wouldn’t cause so many problems?”

- 3.17.2 The experience of these residents is reflected in the Council’s draft Town Centres Strategy 2017-22. Profiling the area around Brick Lane, the strategy reports:

“...people urinating and vomiting in the street are a common sight at night. The area would benefit from a regular deep clean and tighter of cleansing and litter management, particularly at weekends and Monday mornings.”

3.18 Toilet Provision

- 3.18.1 Although there were historically a number of fixed public toilet sites in the Borough, these have been closed, meaning that the council does not currently provide any public toilet facilities in the Borough.

- 3.18.2 In recent years the Council did introduce provision of portable urinals at weekends in Brick Lane, however this service has also now been discontinued. Feedback from the council's Public Realm service indicated that the toilets had been relatively expensive to provide, and that there were concerns about the usability of the toilets during the time that they were deployed, with issues including them becoming blocked.
- 3.18.3 The council did also investigate the possibility of providing fixed toilets on Brick Lane during 2016. Following initial work by the Public Realm service to investigate potential sites it became clear that those sites that had been identified as being potentially suitable were not, in fact, available. Following the completion of this work, with no suitable sites identified on Brick Lane, the council doesn't currently have any further plans to introduce new public toilet provision into the borough.

RECOMMENDATION 10:

The Council reviews its approach to ensuring adequate public toilet facilities for those using the NTE and travelling between venues to reduce the impacts of street fouling on residents local to NTE zones.

- 3.19 Assessing the Impact of the Night Time Economy
- 3.19.1 It can be seen from this report that the NTE in Tower Hamlets has a wide range of both positive and negative impacts on the Borough, its residents, services and businesses.
- 3.19.2 In conducting this review, it has become clear to the Committee that there is no comprehensive view of the overall impact of the NTE on the Borough. As outlined in the report, there are good practise examples such as the "Cardiff model" for measuring the impact of the NTE on health services, and research which quantifies the economic benefits of the NTE to the Borough. Information is also reviewed regularly by members of the Borough's Community Safety Partnership on the patterns and impact of crime and anti-social behaviour related to the NTE.
- 3.19.3 The Committee did not find any evidence, however, that the wide evidence base of impacts in the Borough has been brought together and considered in the round. This has been done successfully in other areas of the UK, including in London by Westminster City Council, where a comprehensive cost-benefit analysis of the NTE in the Borough was completed in July 2015. A copy of this analysis can be found at the following web link: http://transact.westminster.gov.uk/docstores/publications_store/policy-docs/Westminster%20ENTE%20Cost%20Benefit%20Analysis%20Full%20Report.pdf
- 3.19.4 The Committee recommends that a similar impact assessment be carried out for Tower Hamlets to ensure that future plans and activities relating to the NTE feature the joined up thinking and partnership planning that will deliver the best NTE for everyone in the Borough. This work would support the development of a 5 to 10 year vision for the NTE in the Borough (Recommendation 1), and provide a robust evidence base to support the role of Night Czar in the Borough (Recommendation 2)

RECOMMENDATION 11:

The Council conducts a comprehensive impact assessment of the impact of the Night Time Economy on residents, services and businesses.

Creating a Balanced Night Time Economy in Tower Hamlets Scrutiny Review Action Plan

Recommendation 1: The Council develops a vision for the coming five to ten years for the Night Time Economy in the Borough
Economic Development – Andy Scott

Comments from Service:

| Actions (please provide 3 or 4 actions that will be taken to implement recommendation) | Responsible Officer | Deadline |
|--|----------------------------|-----------------|
| Scoping out the nature and ambit of the development task relating to the vision, and seeking feedback on the scoping proposals. | Huw Morgan-Thomas | December 2017 |
| Specification of task description consistent with feedback received | Huw Morgan-Thomas | January 2018 |
| In accordance with the specification, setting deadlines for: production of a draft vision; circulation of the draft to stakeholders; and production of an agreed text. | Huw Morgan-Thomas | January 2018 |
| | | |

Recommendation 2: The Council appoints a “Night Czar” for the Borough who is a champion for a balanced Night Time Economy, a voice for all and not just businesses and their customers.

Comments from Service:

With the Mayor's agreement, Cllr Peck has been appointed as a member Nighttime Economy Champion, and Dave Tolley as the officer champion. This is a London-wide scheme put in place by the London Mayor's Nighttime Economy Czar. Both are invited to attend meetings of all of the London champions from each borough.

This is a partnership which is delivering evidenced outcomes.

| Actions (please provide 3 or 4 actions that will be taken to implement recommendation) | Responsible Officer | Deadline |
|---|----------------------------|-----------------|
| N/A | | |

Recommendation 3: The Council urgently reviews its Cumulative Impact Zone as the policy has failed to control the growth of licensed premises

Trading Standards & Env Health - Dave Tolley

Comments from Service:

The Brick Lane CIZ has seen a reduction in number of new applications and complaints made to Services in the three years after its introduction. The CIZ is part of the Licensing Policy consultation process.

| Actions (please provide 3 or 4 actions that will be taken to implement recommendation) | Responsible Officer | Deadline |
|---|----------------------------|-----------------|
| Agree Licensing Policy Consultation with Cabinet | David Tolley | December 2017 |
| Undertake consultation | David Tolley | March 2018 |
| Receive full Council adoption of the Licensing Policy | David Tolley | October 2018 |
| | | |

Recommendation 4: The Council ensures that if a Late Night Levy is introduced, funds raised by the Levy fund additional activity, clarity is gained about what the 70% of funding allocated to the Police will be used for and explores the Soho model of using the Late Night Levy as a way of bringing businesses and residents together

Trading Standards & Env Health - Dave Tolley

Comments from Service:

The Late Night Levy has recently been adopted by Council and we are now in the transition period of implementation. This is to allow Licence Holders whose Licence permits them to sell/supply alcohol between 00:00 and 06:00 hours to make a free minor variation to reduce their licensable hours so they do not fall within the levied hours. This transition period is from 25th September 2017 and ends 18th December 2017.

The Council has an agreement in place with the Mayor's Office for Policing and Crime (MOPAC) which allows the Council to retain 100% of the Levy Revenue, to be spent through our current community safety partnership arrangements. The NTE levy funding can only be spent on the following areas as per legislation:

| | | |
|--|----------------------------|-----------------|
| <ul style="list-style-type: none"> • reduction of crime and disorder • promotion of public safety • reduction or prevention of public nuisance • cleaning of any relevant highway or relevant land within the borough. | | |
| Actions (please provide 3 or 4 actions that will be taken to implement recommendation) | Responsible Officer | Deadline |
| Implementation of the Late Night Levy | David Tolley | January 2018 |
| The allocation of the levy will be through the Community Safety Partnership | David Tolley | April 2019 |
| Late Night Levy Annual Report: <ul style="list-style-type: none"> • Publish online an estimate of the costs we will deduct from the levy revenue each year • The annual report will identify what the whole revenue has been spent on, including amount in and out. It is expected that the report will include stats from crime/asb and cleaning (if available) to show positive impact in these areas. | David Tolley | March 2019 |

Recommendation 5: The Council maps the “customer journey” for local residents through the licensing and enforcement process, with the aim of creating a clear guide for local people on who to contact and when if they are being affected by the NTE, accompanied by service improvement

Trading Standards & Env Health - Dave Tolley

Comments from Service:

We would welcome a stakeholder group to review the current process that is published on the website, to ensure clarity

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| Actions (please provide 3 or 4 actions that will be taken to implement recommendation) | Responsible Officer | Deadline |
| Review and update web material to assist customers in regards to complaints, | David Tolley | May 2018 |

| | | |
|--|------------------|----------------|
| applications and reviews, ensuring the information available, is user friendly and easy to navigate. | | |
| Production of a Planning Compliance Policy which will set out how residents can report suspected breaches of planning control, the service standards for carrying forward investigations and the process for taking decisions on enforcement action. | Desmond Adumekwe | January 2018 |
| Draft Planning Compliance Policy to be reported to cabinet for approval and public consultation – January 2018, and for likely adoption by September 2018. | | September 2018 |
| | | |

Recommendation 6: The Council reviews its staffing approach for enforcement officers for issues such as noise nuisance and anti-social behaviour (ASB) to ensure that officers are available at times of high demand such as late night at weekends

~~Trading Standards & Env Health – Dave Tolley~~

~~Public Realm – Roy Ormsby~~

~~Ann Corbet – Community Safety~~

Comments from Service:

The Council are to pilot a neighbourhood approach to enforcement, and the Mayor has approved to increase the number of police officers to meet the demand for tackling ASB in the Borough. The additional resources will enable the THEO's to provide a noise service, but a structure has been proposed and will move forward with a dedicated Environmental Protection Team.

The Neighbourhood Management pathfinder (pilot) will focus of community safety and will be implemented in the areas of Spitalfields and Banglatown, Weavers, Bethnal Green and St Peters wards.

| Actions (please provide 3 or 4 actions that will be taken to implement recommendation) | Responsible Officer | Deadline |
|---|----------------------------|-----------------|
| Purchase 25 police officers (6 officers have been in place) | Ann Corbett | March 2018 |
| Recruiting officers for the Neighbourhood Management Pathfinder (pilot) | Roy Wayre | February 2018 |
| Launching the Neighbourhood Management Pathfinder | Roy Wayre | March 2018 |

Recommendation 7: The Council ensures that its skills and employment support provides local residents and young people with the assistance they need to take advantage of opportunities for employment in night time economy employers.

Economic Development – Andy Scott

Comments from Service:

| Actions (please provide 3 or 4 actions that will be taken to implement recommendation) | Responsible Officer | Deadline |
|---|----------------------------|-----------------|
| Upskill Employment staff on various opportunities NTE has so that they can provide comprehensive IAG service to residents. | Divisional Director, G&ED | Jan 2018 |
| Engage employers, undertake research and analysis into what training and employment needs as well as the skills gap required to support the night time economy. | Divisional Director, G&ED | April 2018 |
| Develop bespoke training packages (accredited and non-accredited) to suit the various occupations i.e., Hospitality, Catering, Kitchen Staff, Transport, Leisure, Restaurant Staff, Cleaning, Security, Hotels. | Divisional Director, G&ED | May 2018 |
| Undertake recruitment campaigns with live NTE sector vacancies and full training on offer. | Divisional Director, G&ED | Sept 2018 |
| Review changes to sector over 12 months to assess sector skills requirements and redesign training and recruitment as appropriate. | Divisional Director, G&ED | March 2019 |

Recommendation 8: The Council reviews its Assets of Community Value process, and ensures that provisions in the Local Plan are robustly and consistently applied to save pubs and clubs as community assets

Legal Services - Paul Greeno

Planning & Building Control (change of use stats) – Paul Buckenham

Comments from Service:

Local Plan

- The Council's new Local Plan, currently being consulted on under 'Regulation 19' (pre-submission), has introduced for the first time new policies which will significantly strengthen protection of pubs compared to the current adopted Local Plan. This includes requirements to robustly demonstrate that pubs are genuinely unviable and that all reasonable efforts have been made to maintain pub use. The Culture team at the GLA met with an officer from the Plan Making team regarding pub protection policy and research undertaken while preparing the Mayor of London's draft Culture and the Night Time Economy Supplementary Planning Guidance.
- There is also strong protection for music venues and other such cultural facilities in the new Local Plan where loss is proposed.
- The new Local Plan is introducing policy to ensure existing venues are protected where new development comes forward in the vicinity, in adherence with the "agent of change" principle cited in the draft Mayor of London's draft Culture and the Night Time Economy Supplementary Planning Guidance (in fact the Council's proposed policy came first)
- The Council's new Local Plan will be subject to Examination in Public by an independent inspector, anticipated early summer 2018. It is scheduled to be adopted in late 2018. The proposed policies already carry some weight in decision making, and that weight will increase as the plan progresses through various formal stages before adoption.

Assets of Community Value

- The ACV process consists of dealing with initial enquires, receiving ACV applications and then making a determination on whether they should be upheld and agreed or rejected. Outcomes are published on the Council website, via the ACV register.

| Actions <i>(please provide 3 or 4 actions that will be taken to implement recommendation)</i> | Responsible Officer | Deadline |
|--|----------------------------|--|
| The draft new Local Plan contains policies that will support and protect existing community facilities which includes public houses and policies to help manage the night time economy. The Local Plan is expected to be formally adopted in the autumn of 2018. | Owen Whalley | Regulation 19 consultation to finish 13 November 2017. |
| Monitor the loss of pubs in the Local Plan Monitoring Framework. This information | Thomas Clarke/ Rosica | Subject to |

| | | |
|--|-------------|--|
| will be published in the Annual Monitoring Report (AMR) for 18/19. | Kolarova | adoption of the new Local Plan. AMR – Dec / Jan 2019 |
| The Council has, over the past 12 months, been reviewing its process on Assets of Community Value to ensure consistency of approach and that decisions are made having regard to the statutory test. As part of that review, the Council is also considering the information published on its website and whether this should be updated | Paul Greeno | March 2018 |
| | | |

Recommendation 9: The Council explores licensing and enforcement options for new, “sharing economy” entrants to the NTE in the Borough such as AirBnB

Planning & Building Control– Paul Buckenham
Housing Policy - Martin Ling

Comments from Service:

*Please provide any additional commentary/context in relation to the recommendation from the service point of view.
Please complete all columns below.*

| Actions (please provide 3 or 4 actions that will be taken to implement recommendation) | Responsible Officer | Deadline |
|--|-------------------------------|-----------------|
| Participate in the London Councils/Air BnB pilot scheme to share information on landlords letting properties beyond the 90 day limit on the basis of successful planning applications approved by London Boroughs. | Marc Lancaster/Paul Buckenham | 31/03/2018 |
| Participate in the development of an approved Landlord Operator Scheme for Short Term Let operators in London in conjunction with the GLA and Air BnB. | Marc Lancaster | 31/03/2018 |
| Develop a set of webpages on the Council’s website setting out the current legal position on short term lets, advice for residents on how to report any issues related | Tom Scholes Fogg | 31/12/2017 |

| | | |
|---|--|--|
| to Air BnB including noise, nuisance and other anti-social behaviour. | | |
|---|--|--|

Recommendation 10: The Council reviews its approach to ensuring adequate public toilet facilities for those using the NTE and travelling between venues to reduce the impact of public fouling on residents local to NTE zones.

Public Realm – Roy Ormsby

Comments from Service:

The Council have no statutory duty to provide public toilets, and no additional budget has been agreed to increase the toilet provision. Any new provisions of public toilet facilities would be subject to consultations and would incur additional costs for management and maintenance, which includes tackling improper use.

| Actions (please provide 3 or 4 actions that will be taken to implement recommendation) | Responsible Officer | Deadline |
|--|----------------------------|-----------------|
| N/A | | |
| Awaiting additional actions re: cleaning / other initiatives / options to being explored if any using previous learning. | | |
| | | |

Recommendation 11: The Council conducts a comprehensive impact assessment of the impact of the Night Time Economy on residents, services and businesses.

Trading Standards & Env Health - Dave Tolley

Economic development - Andy Scott

Comments from Service:

A comprehensive impact assessment with far reaching goals, would need input from a number of Council Departments and external stakeholders. This needs corporate ownerships and a further steer from DLT / CLT.

The High Streets and Town Centres team (HS&TC) team have been working with Senior NHS and Ambulance Service Managers to develop and deliver a pilot NTE Community Safety project on Brick Lane. These managers have advised that they can share

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| data on types of injuries, service demand and times of day. These contacts also advised that their staff would be interested in sharing personal experiences of how they are affected by injuries and ASB resulting from NTE activities (action 2). | | |
| Actions (please provide 3 or 4 actions that will be taken to implement recommendation) | Responsible Officer | Deadline |
| Engage Town Centre Partnerships, which include residents and business representatives and have NTE businesses in their town centres, in completing a review of the impact of the NTE. | Fiona Crehan | September 2018 |
| Draw on findings and intelligence shared by external Service Providers involved in managing the NTE to help inform the review of the impact of the NTE | Fiona Crehan | September 2018 |
| Complete an annual review of performance indicators for local town centres, including NTE performance categories. | Fiona Crehan | September 2018 |
| Supply of stats on complaints received about Licensed Premises and Noise Complaints relating to Commercial Premises to inform the review of impact of the NTE | David Tolley | March 2019 |
| Review of Food Hygiene Rating Score's for premises in the borough, for those serving the NTE (those licensed to sell alcohol after 00:00 hours) informing the impact assessment and any targeted improvement / enforcement actions. http://ratings.food.gov.uk – for ratings by individual business type | David Tolley | March 2019 |

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| <p>Cabinet</p> <p>27 February 2018</p> |  <p>TOWER HAMLETS</p> |
| <p>Report of: Tom McCourt, Strategic Director</p> | <p>Classification: Unrestricted</p> |
| <p>Local Implementation Plan - Annual Spending Plan 18-19</p> | |

| | |
|-------------------------------|--|
| Lead Member | Councillor Amina Ali - Cabinet Member for Environment |
| Originating Officer(s) | Margaret Cooper, Head of Engineering |
| Wards affected | (All Wards); |
| Key Decision? | Yes |
| Community Plan Theme | Creating and maintaining a vibrant and successful place |

Executive Summary

The Council adopted a 3 Year Delivery Plan to implement the existing long term strategy set out in the Local Implementation Plan (LIP) in December 2011. The Delivery Plan is updated on an annual rolling basis and, with the LIP, delivers the Mayor of London's Transport Strategy. This report gives a short overview of the LIP document and reports progress in the delivery of the current year's programme before focussing on the funding allocations for 2018/19 which was approved by Transport for London (TfL) in December 2017 through the Annual Spending Submission.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Note the allocation of the schemes proposed for funding in the LIP Delivery Plan 2018-19 (Appendix 1).
2. Note that the overall expenditure was approved in the Council's 2018/19 Capital Programme in the January 2018 Cabinet Budget Report with capital estimates being adopted for specific schemes.

1. REASONS FOR THE DECISIONS

- 1.1 Financial Regulations require the adoption of capital estimates for specific schemes to authorise expenditure by Council Officers on the delivery.

2. ALTERNATIVE OPTIONS

- 2.1 None considered

3. DETAILS OF REPORT

- 3.1 Local Authorities in London are each required to develop a long term strategy for local sustainable transport improvements to support healthier, greener lifestyles in line with strategic objectives and plans set out in the Mayor for London's Transport Strategy (MTS). The Local Implementation Plan 2 (LIP2) was approved in 2011 covering the period to 2030, but with the release of the consultation draft of the Mayor for London's new Transport Strategy in July 2017, there will be a requirement for all boroughs to produce a new LIP3 for approval by the Mayor for London by April 2019.
- 3.2 Each LIP includes a delivery plan for a three year rolling period which is revised on an annual basis and boroughs are allocated funding by Transport for London (TfL) for delivering this programme. The TfL LIP contribution in 2018/19 is £2.278 compared to £2.827m in 2017/18.
- 3.3 TfL issued draft guidance to boroughs on the preparation of the 18/19 LIP Annual Spending Submission in May 2018, which have now moved towards Vision Zero (for Road Safety), encouraging Cycling & Walking, Healthy Streets and improving Air Quality. In December TfL reduced the overall total of funding being made to all boroughs by approximate 15% as a result of Government cuts to TfL funding, Fares Policies and a downturn in rpassenger revenue from buses and LUL.
- 3.4 LIP funding is extremely important to improving traffic management and highways throughout the borough when viewed in the context of borough highway funding overall. Such schemes can be funded from 4 main potential sources and the current level of funding available is as follows:-
- TfL LIP: which must be allocated to schemes which comply with the criteria set out by the Mayor for London. £2.278 million p.a. The rest of this report concentrates on the allocation of this funding.
 - S 106 / CIL development schemes –
 - £3.276m in total approved by Infrastructure Delivery Board and included in the current Capital Programme
 - £3.813m in total ringfenced to specific transport and highways schemes identified within relevant planning applications and awaiting approval by the Infrastructure Delivery Board
 - S278 Highways Agreements fund essential reconstruction of surrounding footways following completion of development works - £1m p.a. approximately

- LBTH capital : currently £3m for Mayor’s Neighbourhood Refresh. LBTH capital is the only source of funding with full flexibility to be used to deliver Mayoral priorities for enhancing streetscene and general public realm.

In addition, modest revenue budgets are available for planned maintenance work and reactive minor traffic management schemes.

- Traffic Enhancements Revenue : £ 198,600 p.a.
- Streetscene Enhancements Revenue : £ 532,800 p.a.

3.5 This report gives a short overview of the current LIP document and summarises the changes in approach recommended through TfL guidance. It reports progress in the delivery of the current year’s programme before focussing on the detail of schemes included in the 2018/19 LIP Annual Spending Allocation.

3.6 **Progress on Delivery of 2017/18 LIP schemes**

3.6.1 The selection of schemes for LIP funding in previous years, including 2017/18, was based on the LIP2 Borough Transport Objectives which were established in 2011 as :

LBTH1: To promote a transport environment that encourages sustainable travel choices

LBTH2: To ensure the transport system is safe and secure for all in the borough

LBTH3: To ensure the transport system is efficient and reliable in meeting the present and future needs of the borough’s population

LBTH4: To reduce the impact of transport on the environment and wellbeing

LBTH5: To ensure travel is accessible for all

LBTH6: To encourage smarter travel behaviour

LBTH7: To better integrate land use and transport planning policy and programmes

LBTH8: To contribute towards protecting and advancing the Borough’s cultural and heritage assets.

3.6.2 Progress on the delivery of the schemes allocated funding in 2017/18 has been solid. Road safety work has been focussed on reinforcing slower speeds through reviewing traffic management in poorly performing existing 20 mph zones, and redesigning traffic management on streets more recently included in the boroughwide 20 mph limit. To date this work has covered :-

- Redcoat 20mph zone - design, consultation and implementation of traffic calming, traffic management changes and road closures;
- Arbour Square 20mph zone - design, consultation and implementation of traffic calming, traffic management changes and road closures ;
- Whitehorse Lane 20mph zone - design, consultation and implementation of traffic calming, traffic management changes and road closures;
- Salmon Lane 20 mph zone design, consultation and implementation of traffic calming, traffic management changes and road closures;

- Old Ford Road - design, consultation and implementation of traffic calming and road safety improvements;
- Antill Road 20 mph zone – design and consultation on traffic calming, traffic management changes and road closures with implementation to commence before the end of the financial year;
- Isle of Dogs residential areas – design of traffic calming, traffic management changes and road closures with consultation to follow by the end of the financial year;
- Weavers 20 mph zone (ie N of Bethnal Green Rd) – design and consultation traffic calming, traffic management changes and streetscene enhancements with implementation to commence by the end of the financial year;
- Cheshire St N 20 mph zone - design of traffic calming, traffic management changes, streetscene enhancements and road closures with consultation to follow by the end of the financial year;
- Cotton St – design review of the corridor to encourage slower speeds completed with consultation to follow by the end of the financial year;
- Prestons Rd - design review of the corridor to encourage slower speeds completed with consultation to follow by the end of the financial year
- Chrisp St corridor - design and consultation on a review of the corridor to encourage slower speeds with implementation to commence by the end of the financial year.

3.6.3 The main elements of work on cycle improvements funded through the LIP have been : -

- A post-consultation design review of traffic management proposals in the Cable Street area to reduce through traffic and conflicts with cyclists and pedestrians. Moving through to public consultation and Phase one implementation by the end of the financial year.
- A design review of the Manchester Road corridor with a view to slowing speeds and giving consideration to future provision for the potential growth in cycling - moving through to public consultation by the end of the financial year on phase one.
- A review of Cycling Level of Service on routes bordering Victoria Park
- Provision of secure residential cycle lockers, car shaped cycle parking hangars and Sheffield Stands.

3.6.4 Bow Area Traffic Management Review: progression of traffic signal designs and TfL Signals approvals for Wick Lane / A12 and Tredegar Road / Fairfield junctions, with part implementation planned for this financial year, to improve pedestrian safety; feasibility review of options to reduce rat-running through Coburn Road / Tredegar Rd between the A11 and the A12.

3.6.5 A series of pedestrian streetscene enhancements to North-South links between the A13 and A11 has been continuing as part of the Aldgate Connections and Whitechapel Vision Public Realm masterplans. High quality paving and greening of the streets has been carried out along John Fisher Street and is due to continue into New Road and Sidney Street area.

- 3.6.7 Further streetscene improvements in Bell Lane have supported the extension of the Goulston St food Court to the north.
- 3.6.8 Priorities for resurfacing of Principal Roads are determined by a London wide Condition Survey and work has been carried out along the poorest sections of Bethnal Green Road this year.
- 3.6.9 Delivery of “Supporting Measures” interventions throughout the year concentrates on cycle training, minor infrastructure improvements, and road safety education and awareness. In 2017/18 these initiatives included the following :
- Adult cycle training
 - Schools cycle training
 - Minor cycle permeability improvements
 - Road Safety Education in schools including Theatre in Education productions and facilitating the Junior Road Safety Officer scheme
 - School Travel Plan development and support for initiatives arising;
 - Bike Week, Accessibility Day and Walk to School promotions
 - Exchanging Places cycle / HGV safety awareness sessions

3.7 TfL LIP Guidance for 2018/19

- 3.7.1 The majority of LIP funding is determined by formulae for Corridors and Neighbourhoods and Supporting Measures based on population, accident data, traffic flow and road length. Tower Hamlets allocation for 2018/19 is £2.177m in this category. A total £0.100m has also been allocated for Local Transport Funding for preliminary feasibility and strategy development. Other LIP funding is determined on a London wide prioritisation framework for Principal Road Maintenance and Structures and via a new competitive bidding process for Liveable Neighbourhoods Schemes (£ 1- 10m in value). The borough submits its proposals for allocating this funding through the Annual Spending Submission forms in October each year.
- 3.7.2 Transport for London advised boroughs to focus on the following priorities which were expected to complement the Mayor for London’s emerging priorities:-
- The Healthy Streets Approach encouraging measures (and supporting policies) that effect significant mode shift from the private car to walking, cycling and public transport by helping to maintain or improve average bus speeds;
 - Encouraging measures (and supporting policies) that effect significant traffic reduction (including delivery and servicing activities); and
 - Working towards the Vision Zero target for improving road safety putting the elimination of road danger “at the very heart of the transport system”;
 - **tackling of poor air quality**, working to achieve a Zero Carbon City by 2050 and enhancing the natural environment;
- 3.7.3 TfL have indicated that they expect the Annual Spending Submission 2018/19 to facilitate the delivery of holistic or area-based interventions including,

cycling, walking, accessibility, safety measures, 20 mph zones and limits, bus priority and accessibility, freight, regeneration, environment, and controlled parking zones. It may also include expenditure on secure cycle parking, cycle training, shared space, car clubs, reduction of clutter, installation of electric vehicle charging points, school and workplace travel plans, behavioural change, education, training and publicity.

- 3.7.4 TfL have withdrawn the Major Schemes programme to be replaced by the Liveable Neighbourhoods programme – a competitive process for the allocation of discretionary funding: the total available budget over the next 5 years being £85m for the whole of London. These Liveable Neighbourhood projects are expected to fall into one of two categories:
- Smaller projects (i.e. less than £2m); characterised by a limited set of interventions based on the Healthy Streets Approach, to ensure routes are safe, comfortable, accessible and greener.
 - Larger projects (i.e. above £2m estimated full cost) forming the greater proportion of the programme. These schemes will consist of an area-wide set of improvements with a wide set of interventions and impacts across modes, delivering increases in cycling, walking and public transport use, encouraging modal shift and traffic reduction.

- 3.7.5 Funding for Liveable Neighbourhoods projects will be awarded through a competitive bidding process following a four-stage process : outline scheme with justification based on the Mayoral transport priority outcomes that will be delivered and the alignment of the schemes to areas with the most potential for delivering the objectives of the Liveable Neighbourhood programme; scheme development including consultation, detailed design and assurance requirements; implementation of project and post implementation monitoring and mitigation

3.8 **Proposed Borough Allocation 2018/19**

- 3.8.1 The Liveable Neighbourhoods application required a high level of detailed background material and analysis to have been completed and, with the relatively short notice of the detailed requirements, the only scheme at such an advanced level of preparation was the Bethnal Green Gateway junction improvement scheme. The area covered includes Cambridge Heath Road between Old Ford Road and Three Colts Lane, but particularly focussed on the junction with Roman Road and Bethnal Green Road. It was tailored to address the MTS priorities, incorporating improved routes from residential areas to the station, and coordinating with TfL plans for cycle routes and bus priority requests in order to present a truly holistic project. Unfortunately the bid was unsuccessful, and across London only 7 of 28 bids were awarded a total of £1.5m between them for development work.
- 3.8.2 Last year's Annual Spending Allocation was then reviewed in the light of the new guidance and progress on delivery and a Delivery Plan for 2018/19 submitted to TfL in October. In December TfL announced reductions to the indicative budgets for Borough LIP funding and requested a revised Annual

Spending Allocation be provided by the end of January with a total of £2.278m available, rather than the original £2.8m as anticipated.

- 3.8.3 In particular, the funding of Principal Road Maintenance (A roads) has been paused throughout London – when £270k was anticipated to be available for maintenance of Hackney Road.
- 3.8.4 This allocation is attached as an appendix for approval in order that it can be incorporated into the Council's Capital Programme for 2018/19 through Cabinet approval of this report. The programme is based on :
- Continuing funding for delivery of area-wide road safety reviews, corridor speed reduction reviews and the cycling strategy which addresses the Mayor for London's Vision Zero aspirations in particular, but can also contribute to the development of healthy streets through road closures and modal filtering ;
 - Additional funding to facilitate improvements in air quality through installation of more electric charging points, development of a mobile parklet to promote reallocation of road space projects and creation of a pocket park at Durant Street.
 - Further work to find bespoke solutions to local problems of anti-social behaviour involving vehicles, as identified through Community Safety Walkabouts.
- 3.8.5 Financial Regulations require the adoption of capital estimates for specific schemes to authorise expenditure by Council Officers on their delivery. In order to ensure the efficient delivery of the work programme, approval for the adoption of capital estimates for all schemes in the LIP Delivery Plan 2018/19 listed in Appendix 1 is sought through the Council Budget Report for 2018-19 and Medium Term Financial Strategy 2018-21.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

- 4.1 The report sets out the Local Implementation Plan (LIP) Delivery Plan funding allocation for 2018/19 of £2.278m. The schemes in Appendix One set out the priorities for the Council that formed the Annual Spending Submission to TfL submitted in December 2017. Now the submission is confirmed, adjustments will be made to Capital Programme for 2018 -2021 for the capital schemes that total £1.880m and the Revenue budget funding allocation for 2018-19 of £0.398m.
- 4.2 The report also provides details of the other funding sources that are available to support the Highways Capital Programme. A total of £7,089m is currently available from S106/CIL, £3.276m is already included within the current Capital Programme and the balance of £3.813m is ringfenced and will be added to the programme once approved and profiled across future years. A total of approximately £1m of funding will be available from developers under S278 Highways Agreements. The Mayoral Priority Growth is contributing a further £1m per annum over a 3 year period that has been invested into the Mayor's Neighbourhood Refresh programme.

4.3 The proposed LIP funding allocation for 2018/19 totals £2.278m and is broken down under the following themes:

| | £m |
|-------------------------------------|--------------|
| • Corridors and Neighbourhoods | 1.780 |
| • Supporting Measures | 0.398 |
| • Local Transport Fund | 0.100 |
| Total LIP Allocation 2018/19 | 2.278 |

5. LEGAL COMMENTS

- 5.1 The Local Implementation Plan (LIP) is a statutory document prepared under section 145 of the Greater London Authority Act 1999 ('the 1999 Act') and sets out how the Council proposes to implement the Mayor of London's transport strategy (MTS). Transport for London (TfL) have the power to provide financial assistance for projects which improve transport under section 159 of the 1999 Act and the LIP funding is the process through which TfL provides this financial support to boroughs for schemes to improve their transport networks in line with MTS objectives.
- 5.2 This report provides an overview of the LIP and reports progress in the delivery of the current year's programme and funding allocations. It also asks Cabinet to agree the allocation of the schemes proposed for funding in the LIP Delivery Plan for 2018-2019. There are no direct legal implications arising from the recommendation in this report, however the legal implications of specific schemes will be considered as decisions are made on the individual schemes.
- 5.3 The Council has wide ranging powers which they will be able to rely on to implement the schemes, including the Road Traffic Regulation Act 1984, the Highways Act 1980, and the Town and Country Planning Act 1990. The most appropriate powers to be relied upon for each scheme will be considered as schemes move forward for delivery.
- 5.4 The Council has a statutory duty under Section 17 of the Crime and Disorder Act 1998 to consider crime prevention in all of their undertakings and do all they reasonably can to prevent crime and disorder. As such TfL's Local Implementation Plan (LIP) 2018/19 Annual Spending Submission Interim Guidance provides that LIP related projects should "embed" crime prevention within their design and management stages. This should be kept in mind as detailed assessment and design takes place.
- 5.5 Whilst statutory consultation is required for the LIP, there is no statutory or common law obligation to consult on the Delivery Plan 2018-2019. Where there is such an obligation in respect of the individual schemes, then this should follow any statutory requirements and the following common law criteria:
- (a) it should be at a time when proposals are still at a formative stage;

- (b) the Council must give sufficient reasons for any proposal to permit intelligent consideration and response;
 - (c) adequate time must be given for consideration and response; and
 - (d) the product of consultation must be conscientiously taken into account.
- 5.6 On 22nd February 2017 Council agreed the General Fund Capital and Revenue Budgets and Medium Term Financial Plan 2017-20. This is in accordance with the Council's Budget and Policy Framework. Once the Budget has been agreed then it is the responsibility of the Mayor, the Executive and officers to implement it.
- 5.7 Pursuant to Rule 3.1 of the Budget and Policy Framework, subject to the provisions of Rule 5 (virement) the Mayor, Executive, Committees of the Executive and any officers or joint arrangements may only take decisions which are in line with the budget and policy framework. If any of these bodies or persons wishes to make a decision which is contrary to the policy framework, or contrary to or not wholly in accordance with the budget approved by Council, then that decision may only be taken by Council.
- 5.8 From the Finance Comments, it is noted that adjustments will be made to Capital Programme for 2018 - 2021 for the capital schemes that total £1.880m and the Revenue budget funding allocation for 2018-19 of £0.398m. This will be part of the General Fund Capital and Revenue Budgets and which is for Council to approve.
- 5.9 When making decisions, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who do not (the public sector equality duty). A proportionate level of equality analysis is required to discharge the duty. This report notes in paragraph 6 below that an Integrated Equality Assessment was undertaken on the Local Implementation Plan 2 and the outcome of that assessment. There are no additional equality implications arising out of this report, however equality implications should be further considered at the detailed assessment and design stage.

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1 An Integrated Equality Assessment was undertaken on the schemes proposed in the Local Implementation Plan 2 and this confirmed that all proposals sought to address the requirements of the entire community through detailed assessment at the design stage.

7. BEST VALUE (BV) IMPLICATIONS

- 7.1 All works will be delivered through Contract CLC 4371 which commenced on October 1st 2014 after an extensive competitive tendering process. This contract includes 4 LOTs for highway maintenance, capital improvements, streetlighting maintenance and streetlighting improvements.

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 8.1 All proposals in this LIP are consistent with the aims of delivering a sustainable transport policy including support to the delivery of the Council's Air Quality Management Plan, the Green Grid and Sustainable Drainage schemes.

9. RISK MANAGEMENT IMPLICATIONS

- 9.1 In order to minimise financial risk, no expenditure will be incurred without confirmation of allocations being approved by TfL.
- 9.2.1 In order to minimise road safety and construction risk, road safety audits are carried out on all scheme designs, contractors are required to provide site specific health & safety plans and works are monitored through the Network Management permit process.

10. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 10.1 LIP guidance requires schemes to take into consideration the Council's duties under Sn17 of the Crime & Disorder Act. This is exemplified by the scheme to tackle ASB driving, which may target areas of prostitution and road racing at the direction of the local Police.

11. SAFEGUARDING IMPLICATIONS

- 11.1 Appropriate DBS checks are required on all contractors staff entering schools to provide road safety and cycle training where they are in charge of children directly.

Linked Reports, Appendices and Background Documents

Linked Report

- None

Appendices

- None

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

- None

Officer contact details for documents:

N/A


Appendix One : Proposed Allocation of LIP Funding 2018/19

| Priority | | | 2017/18 | 2018/19 | Comments on changes to allocation for 18/19 |
|----------|---|---|---------------------------|----------------------------|---|
| | Corridors & Neighbourhoods | Scheme details | Current allocation | Proposed allocation | |
| 1 | Road Safety : Reinforcing slower speeds | Reviewing areas where further signage and traffic calming measures are required to make the speed limit more self-enforcing: focus on underperforming pre-existing 20 mph zones and new 20 mph roads being designed to slower speeds. | 300 | 450 | Complete works in Stepney area; Implement reviews done in Antill, Weaver's, Cheshire N and Isle of Dogs; Consult and initiate delivery on Cotton St / Prestons Road / Wick Lane slower by design schemes. Design Reviews in Wapping and Aberfeldy |
| 2 | Implementing Cycle Strategy | Cycle parking : Sheffield stands ; bike shaped cycle hangers, residential onstreet cycle hangars. Real-time cycle counters Old Ford Road Cycle Safety improvements Removal of CS2 left hooks at Mile End (Rhondda and Aberavon) in mini-holland style junctions. | 375 | 350 | Main new routes to be funded through TfL Strategic Cycle initiatives |
| 6 | Bow area traffic management | Roman Rd / St Stephens Rd junction remodelling; Protecting local residential areas from rat-running (mini Holland style) | 125 | 120 | Possibly extend in Liveable Neighbourhood Bid for 19/20 ? |
| | Improving Air Quality | Installation of on-street Electric Vehicle Charging Points | | 50 | Match funding for GULCS grant |
| | | Mobile Parklet design and construction | | 20 | To support initiatives to create healthier streets |
| 7 | Legible London Improved wayfinding: | Map based wayfinding system. Progressing installation in Stepney, Wapping, Whitechapel then Bow and Bromley-by-Bow. | 75 | 60 | |

| | | | | | |
|----|---------------------------------------|---|-----|-----|---|
| 3 | Historic Streets | Streetscene improvements including hand-laying of recycled cobbles and improvements to pedestrian space in Wapping. | 250 | 100 | |
| 4 | Aldgate and Whitechapel Connections . | Improvement works arising from Whitechapel Public Realm Strategy focussing on complementing Crossrail Public Realm works in Durward Street and Brady St S road closure tying in with station opening. | 250 | 0 | 18/19 Works could be entirely funded by potential GGF Bid or S106 |
| 5 | Ben Johnson Rd area | New signals at Harford Street | 250 | 150 | |
| 8 | Chrisp St corridor | Streetscene improvements to complement the scale of development along this corridor incorporating improvements to pedestrian crossings of Chrisp Street itself and side roads, greening and traffic calming. | 150 | 150 | Building on Mayor's Neighbourhood Refresh |
| 12 | Green Grid | Pocket Park – at Durant St | 50 | 50 | Road closure integrated into public realm as useable public space with cycle access |
| 11 | Tackling ASB driving | Middleton St / Pundersons Gardens | 50 | 50 | |
| 14 | Sustainable Drainage Scheme | Suds scheme / Rain Garden – location to be confirmed | 21 | 30 | Increased due to popularity of schemes seen in Community Street Audits |
| 10 | LED Bridge Height sign replacement | As the borough is criss-crossed by many railways with substandard bridge heights, there are 90 bridges which would benefit from new LED bridge height signs : better visibility protecting the bridge from strikes and damage by overheight vehicles, and making maintenance more efficient. The bulk replacement programme would brings all bridges in line with current legislation over two years with £90k funding p.a. | 90 | 90 | Second year of two year programme |
| 15 | Secure Motor Cycle Parking | Addition of points in existing parking bays to secure motorcycles to | 10 | 10 | |

| | | | | | |
|----|---|---|--------------|-------------|--|
| 13 | Improving local accessibility | Minor works for dropped kerbs or decluttering to assist passage of people in mobility scooters, wheelchairs or those pushing buggies and shopping trolleys. | 60 | 50 | |
| | | Improving access to kerbside parking with innovative improvements to arrangements | | 50 | |
| | Housing Zone | This theme will provide support for measures to improve local accessibility in Poplar area which have been included in the Housing zone proposals. The scope includes new pedestrian bridges over the Lea and enhancements to connecting routes, as well as measures around Oban St to complement Leaway A13 crossing improvements. | 100 | 0 | No funding requests as yet from the Programme lead. |
| | Principal Road Maintenance | Resurfacing works to A-roads is prioritised from annual condition surveys. Hackney Road | 281 | 0 | Funding stream frozen by TfL for 2 years |
| | Local Transport Funding | Funding for preliminary feasibility and strategy development to be allocated to: <ul style="list-style-type: none"> • Healthy Streets audits • Liveable Neighbourhood bid development • Road Safety Plan Review LIP3 development | 100 | 100 | |
| | Supporting Measures Schools, adult and special needs cycle training, cycle and pedestrian safety, road safety education and training, school travel plans | Propose to increase the focus on cycle training, road safety education and safe urban driving in future years, reducing work on travel plans and sustainability awareness. | 340 | 398 | Increase support to increase sustainable travel awareness campaigns with schools and increase cycle training |
| | Total LIP Delivery Plan | <ul style="list-style-type: none"> • 17/18 Total includes funding in some categories which are not carried forward to 18/19. | 2827* | 2278 | |

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| <p>Cabinet</p> <p>27 February 2018</p> |  <p>TOWER HAMLETS</p> |
| <p>Report of: Zena Cooke, Corporate Director Resources</p> | <p>Classification: Part Exempt (Appendix)</p> |
| <p>ICT Future Sourcing</p> | |

| | |
|-------------------------------|---|
| Lead Member | Councillor David Edgar, Cabinet Member for Resources |
| Originating Officer(s) | Adrian Gorst, Divisional Director IT |
| Wards affected | All |
| Key Decision? | Yes |
| Community Plan Theme | All |

Executive Summary

ICT is a strategic enabler of change that allows the Council to create distinctive value for its residents by improving public services and reducing costs; rather than as previously, a commodity, back-office cost to the organisation.

The end of the initial term of the contract with Agilisys in March 2019 provides an opportunity to reconfigure the Council’s ICT management arrangements to reflect these changes by insourcing the parts of the ICT service which provide strategic value and extending and then recommissioning support for the infrastructure which requires specialist technical capabilities.

Recommendations:

The Mayor in Cabinet is recommended to:

1. To adopt a hybrid model for the future sourcing of ICT services from April 2019, combining elements of insourcing, extending the existing contract with our strategic partner and then retendering to obtain optimal outcomes for the Council.
2. To agree that the Divisional Director IT insource ICT contract management, ICT project management and ICT applications management.
3. To agree that the Divisional Director IT utilise the facility within the existing contract with Agilisys, to extend the contract term for ICT technical services, for two years, to 31 March 2021 at a cost of £5.5m plus inflation per annum, referring to the detailed costings in Appendix A
4. To agree that the Divisional Director IT develop detailed plans for the

future sourcing of the remaining outsourced services ahead of the extension ending on 31 March 2021; considering further insourcing of services and the use of government procurement frameworks.

5. To authorise the use of up to £3.0m from the ICT Transformation Reserve to create a transition programme to manage the process, including drafting a Deed of Variation; managing the TUPE transfer of staff to the Council, completing the assignment, novation and re-procurement of ICT contracts and the purchase of hardware, software and services for transferred staff, referring to the detailed costings in Appendix A.

1. REASONS FOR THE DECISIONS

- 1.1 To ensure the Council enjoys an effective ICT service after the existing contract ends on 31 March 2019, recognising the Council's needs have changed and are changing with the adoption of online and digital services.
- 1.2 To secure direct control of aspects of the ICT service where greater alignment with the Council's operations and strategic priorities will improve services, reduce costs, increase flexibility and reduce risks.
- 1.3 To maintain continuity of service for existing ICT technical services which rely on specialist computing skills provided by Agilisys, recognising there is a limited market for supporting ageing infrastructure.
- 1.4 To complete the ICT transformation programme, delivering a reliable and fit-for-purpose ICT infrastructure for the future, reshaped as commodity services, with widely available support arrangements.
- 1.5 To recommission the transformed ICT technical services using government procurement frameworks ahead of April 1, 2021, leveraging the buying power of the whole public sector to secure value for money.

2. ALTERNATIVE OPTIONS

- 2.1 *To extend the existing ICT outsourcing arrangement.* Extending the existing contract would not address the changing needs of the Council, nor meet its aspirations to align key aspects of the ICT service with Council priorities.
- 2.2 *To fully insource the ICT service.* Insourcing the whole service would divert Council and Agilisys resources away from maintaining the existing infrastructure and delivering the ICT transformation, increasing the risk of a catastrophic ICT service failure and leaving the Council with a failing and unsustainable service.
- 2.3 *To retender the entire ICT service.* Retendering the whole contract and completing the transition of services within a year is a major undertaking, and would divert Council and Agilisys resources away from maintaining the existing infrastructure and delivering the ICT transformation, increasing the risk of a catastrophic ICT service failure. It is unclear if there are sufficient active providers for traditional outsourced IT providers to create a market, hence a risk of having to pay a higher price for a reduced quality of service, and being locked into another long-term contract at a time of significant ICT

and organisational change.

- 2.4 *To join or establish a shared service.* Negotiating entry to an existing or establishing a new shared service and completing the transition of services within a year is a major undertaking, and would divert Council and Agilisys resources away from maintaining the existing infrastructure and delivering the ICT transformation, increasing the risk of a catastrophic ICT service failure. Joining a shared service could also lead to a loss of flexibility at a critical time in the run up to the move to the new Civic Centre in 2021.

3. DETAILS OF REPORT

Background

- 3.1 The Council entered into a strategic partnership with Agilisys to provide ICT services in 2012, with Agilisys delivering up-front savings, transferring council ICT staff with a zero-redundancy policy and delivering local apprenticeships.
- 3.2 In 2016 the Council and Agilisys agreed a deed of variation to the strategic partnership contract which sought to address legacy issues and improve the partnership relationship.
- 3.3 The initial term of the contract ends on 31 March 2019. The contract allows for one extension of up to three years.
- 3.4 The Council needs to formally advise Agilisys of their intentions by 31 March 2018 to provide both parties with sufficient time to make appropriate arrangements.

Process

- 3.5 The Divisional Director IT convened an internal working group in September 2017 to establish the Council's requirements for ICT services from April 2019, to outline options available; and to consider the merits of each.
- 3.6 The Divisional Director IT presented the findings of the internal working group to the Corporate Leadership Team (CLT) in October 2017.
- 3.7 Following guidance from CLT and further discussions, the internal stakeholder group established none of the initial options (set out section 2 above) satisfied the Council's requirements.
- 3.8 This led to the internal working group considering a hybrid approach, combining elements of different approaches; partial insourcing, an extended exit from the outsourcing contract, and then retendering specific services using appropriate government frameworks.
- 3.9 To support the hybrid approach, the internal working group modified an industry standard model to break the ICT service into a series of discrete parts (often called towers) and determined how each of these should be delivered after March 2019.
- 3.10 Having established an extended exit with the Council's Strategic Partner as part of the ICT Future Sourcing approach, the internal stakeholder group commenced discussions with Agilisys.

- 3.11 Extensive discussions have resulted in a negotiated position which the internal stakeholder group, Divisional Director IT and Corporate Director Resources can recommend to the Mayor in Cabinet, and which Agilisys representatives can recommend to their Board.

Hybrid approach

- 3.12 The proposed approach disaggregates the ICT service into distinct parts, often called “towers” so each part can be provisioned independently to achieve the best mix of quality, price, flexibility and risk for the Council.
- 3.13 These towers generally align with teams within an ICT service, so the outcome is concrete and practical to those familiar with the ICT service.
- 3.14 The towers will initially be split between the Council and Agilisys; with a transition to a full multi-sourcing model, where each tower is commissioned independently, by 2021.
- 3.15 A combination of insourcing, an extended exit with Agilisys and then recommissioning delivers a hybrid approach; with each element outlined below.

Insourcing

- 3.16 The Council will insource the ICT applications management, ICT contract management and ICT project management, with these towers returning to direct Council control on 1 April 2019.
- 3.17 Insourcing the ICT applications management tower will allow the Divisional Director IT to create a single business applications teams, reuniting staff employed within the Council with those outsourced to Agilisys. This will create a holistic service under a Head of Business Applications, reporting to the Divisional Director IT.
- 3.18 This is particularly important, as the business applications collectively contain a wealth of information the Council uses to improve operational service delivery and strategic decision making.
- 3.19 Many of the ICT third-party contracts currently commissioned through Agilisys also relate to business applications, and insourcing the contract management tower reinstates a direct relationship between the Council and its key suppliers. The third-party contract management tower will be subsumed into the existing ICT client team.
- 3.20 Insourcing the ICT project management tower gives the Council direct control over the ICT projects which support operational service delivery and organisational transformation, aligning ICT and Council priorities, reducing costs, and accelerating delivery. This will create a new service under a Head of Portfolios and Programmes, reporting to the Divisional Director IT.
- 3.21 Overall, 35 Agilisys staff will transfer to the Council under a TUPE process to maintain the application support, contract management and project management towers.
- 3.22 Around 250 contracts with 100 suppliers will be assigned or novated back to the Council or recommissioned directly by the Council.

- 3.23 It may be expedient for selected posts and contracts to transfer earlier, for example if a post becomes vacant or a contract needs re-procuring in the run up to the transition in 2019.

Extended exit

- 3.24 The Council will engage Agilisys to deliver an extended exit for the ICT technical services, supporting the existing infrastructure, completing the ICT transformation programme, and reshaping the technical services to return to the market ahead of April 2021.
- 3.25 The ICT technical services cover service desk, user support, data centre, database administration, cyber-security and the integration of these services for service users.
- 3.26 This secures Agilisys staff familiar with the intricacies of our ageing infrastructure to maintain existing ICT services, which would otherwise be difficult to procure and would require a service transition to a new supplier.
- 3.27 The extended exit allows ICT transformation to progress, providing reliable and modern services for the future, which would otherwise need to be paused during the transition to an alternative supplier.
- 3.28 During the extended-exit, Agilisys will work with the Council to reshape the ICT service ahead of recommissioning through government procurement frameworks before April 2021.
- 3.29 To facilitate the extended exit, Agilisys will retain two technical project managers and those contracts directly associated with the outsourced technical services, and selected specialist database support engineers.

Phase two future sourcing

- 3.30 During the extended exit, the Council will develop detailed plans for the future sourcing of the remaining outsourced services, considering further insourcing of services and the use of government procurement frameworks to recommission the ICT technical services, to secure the optimum combination of quality, price and flexibility to meet changing needs.
- 3.31 The use of government procurement frameworks provides a compliant, cost-effective and relatively fast way of commissioning standard ICT services; while leveraging the spend of the whole public sector to secure favourable terms.

Contract and costs

- 3.32 The extended exit will be implemented as a deed of variation on the existing contract, as allowed for in the original procurement exercise.
- 3.33 The deed of variation is for a fixed term of two years. No further extension is permitted, so all ICT services must be recommissioned ahead of the end of the extended exit on 31 March 2021.
- 3.34 The deed of variation covers a fixed scope. There is no exclusivity beyond the fixed scope, so the Council can procure additional ICT services from any supplier, subject to the usual procurement regulations.
- 3.35 The fixed-cost model does not apply when a service or part of a service moves to a utility model so long as Agilisys retain management of the service.

- 3.36 The Council may also withdraw services from the extended exit arrangement, subject to a penalty of 15% of the cost of that service for the remaining duration of the contract. This is likely to apply if the Council chooses to recommission services before the end of the extended exit to ensure service continuity; and will be subject to an agreed business case.
- 3.37 The total cost of the new arrangement with Agilisys is currently estimated at £5.5m per annum (at 2017/18 prices). This figure is still being verified and will be subject to inflationary increases over the two year contract period.
- 3.38 The price is subject to indexation for inflation in the last year of the existing arrangements in April 2018, as part of the transition to the new arrangements in April 2019 and at the mid-point of the extended exit arrangements in April 2020, with the detailed costings in Appendix A.
- 3.39 As ICT Transformation is already underway, with more services moving from a fixed price to an utility price (where the Council pays for what it uses each month) these figures will vary over time. This will be managed through the established Contract Change Notice process.
- 3.40 The Council has a number of other major ICT initiatives underway or at the planning stage, and again, these will change the overall cost of the ICT Service, and this will be managed through the established Contract Change Notice process.
- 3.41 All new ICT work is subject to a business case, and those with a total cost greater than £50,000 are subject to formal approval at the ICT Strategy and Commissioning Board.

Transition arrangements

- 3.42 The transition from a fully managed ICT outsourced service to a hybrid ICT service will be run as a project under the guidance of a sub-committee of the ICT Strategy and Commissioning Board.
- 3.43 The Divisional Director IT will exercise day-to-day control of the project, and report regularly to the Corporate Director Resources, ICT Strategy and Commissioning Board and Corporate Leadership Team.
- 3.44 The Divisional Director IT will appoint a transition manager to coordinate the activities and ensure all necessary arrangements are in place ahead of 31 March 2019.
- 3.45 These activities will include arrangements for:
- TUPE transfer of 35 staff.
 - Novation, assignment or reletting of around 250 contracts with 100 suppliers.
 - Hardware, software, accommodation and services for returning staff
 - Reconfiguration of services within the Council and Agilisys, and the interfaces between these services.
 - A review of service level agreements and key performance indicators for the hybrid approach.

- Communications with stakeholders, including elected members, Corporate Leadership Team, managers, staff and suppliers.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

- 4.1 The current ICT budget is £10.2m and the cost of the future sourcing option presented in this report is approximately £10.4m (2017-18 price covering both the cost of the extended exit with Agilisys and the cost of running insourced services. However, this figure is still being verified and future costs are expected to be contained within the current budget. Should that not be possible, officers will be obliged to seek approval for any additional funding, in the context of the MTFs, through the Council's financial approval process.
- 4.2 The one off cost of transition to the new hybrid model is estimated to be in the region of £2.0-£2.5m and can be funded through the Council's ICT transformation reserve.

5. LEGAL COMMENTS

- 5.1 The recommended option amounts to both an extension of the contract term and a restructuring of how the service is described under the contract. The extension to the contract is provided for within the contract terms and does not provide any procurement law issues. However, the variation to the contract must not amount to a material change to the contract or it will be deemed to breach the prevailing European procurement Law.
- 5.2 This contract was originally advertised under the Public Contract Regulations 2006 and so it is these regulations that apply and not the current 2015 regulations.
- 5.3 Changes that amounted to a "material change" were explored further by the European Court in the Priesstext case. The intended restructuring of the contract shape:
- does not change the economic balance of the contract in favour of the contractor in a manner not provided for in the terms of the initial contract or
 - does not extend the scope of the contract considerably to encompass services not initially covered or
 - if the changes had been known at the time of the initial tender would not have allowed others to participate in the tender or a different tender to be accepted
- and therefore the changes do not offend the rules stated in Priesstext.
- 5.4 The Council will still need to show that the resultant changes represent Best Value in accordance with its duty under section 3 of the Local Government Act 1999. However, the initial changes to the structure under the contract still leave the core day to day provision of the ICT service with the Contractor and

therefore, the original argument for Best Value when the contract was outsourced remains.

- 5.5 As regards the services which will become the direct responsibility of the Council post change the Council can demonstrate that this change represents Best Value as the cost of the provision of the same services only increases marginally (albeit there is a cost in the transformation that would need to be met in any event regardless of the change) but it enables the Council to subject the ICT service to competition and implement its transformation agenda.
- 5.6 With regards to any staff who will transfer from the contractor in the extension period the Council will need to ensure that it complies with its own internal rules and the provisions of the Transfer of Undertakings (Protection Of Employment) Regulations 2006 as amended. In particular the Council will need to ensure that it undertakes all appropriate levels of consultation with any staff affected by the changes including the adherence to statutory timescales and allowing for union representation where appropriate. The Council must also ensure that any such staff are re-engaged by the Council on terms that are no less beneficial than their existing employment terms.
- 5.7 The Council must undertake Equalities assessments to determine whether or not any changes intended under this report may impact upon persons who have a protected characteristic for the purposes of the Equality Act 2010 and undertake all other necessary actions to understand any potential impact including where appropriate consultation with such individuals and other relevant stakeholders.

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1 The recommendations set out in this report provide an opportunity for the Council to secure an effective ICT service to deliver the Council's strategic priorities. The recommendations set out an extended exit for the strategic partnership and propose a hybrid model which allows the Council direct control of the Council's ICT provision in a number of areas through insourcing as well as continuing the partnership arrangements in other areas. This will minimise disruption to Council services and act as a key enabler to support the Council to achieve its strategic outcome of effectively working together as one team to deliver services to the community.
- 6.2 These proposals also ensure that the ICT service can deliver the ICT Transformation Programme concurrently, replacing our aged infrastructure. Transformational IT service is at the heart of the Council's ambition to provide excellent services to residents as set out in the Council's Community and Strategic Plan whilst delivering the Council's Medium Term Financial Strategy.
- 6.3 The Council's Public Sector Equalities Duty (PSED) in relation to eliminating discrimination and evidencing due regard in relation to peoples with a protected characteristic has been considered in this report in relation to the proposals set out. An initial Equalities Assessment Screener has been

completed on the impact of the proposals on this. As a result of this assessment a full Equalities Impact Assessment (EIA) is not required as there is no impact.

- 6.4 The proposals do consider at a high level the option of TUPE of staff across from Agilisys to the Council at a later stage. It is envisaged that subject to Cabinet agreeing this report a full EIA will be completed by the Transition Project Team prior to the completion of the TUPE process with relevant compliance with the Council's HR and organisational change policy.

7. BEST VALUE (BV) IMPLICATIONS

- 7.1 The proposals allow in future for the Council to commission ICT services, in particular, the line of business applications and cloud services using government procurement frameworks. This will mean we can fully leverage the buying power of the whole public sector to secure value for money for the Council in line with its Best Value Duty.
- 7.2 Proposals such as the novation of 3rd party contracts back to the Council will allow for direct negotiation on 3rd party contracts of which savings could be directly realised by the Council.
- 7.3 The proposals will ensure the Council can proceed with vital work to transform the Council's ICT transformation with minimal disruption which will provide greater reliability and uptime thereby allowing staff to maintain productivity and efficiency resulting in better value ICT for the Council over time.

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 8.1 The proposal allows for the Council to explore key pieces of transformation work involving the transition away from much of the physical hardware in Agilisys and Council premises to cloud based services. This will reduce our overall energy consumption and thereby reduce environmental impact. Furthermore, this will make way for decommissioning of Albert Jacob House and Mulberry Place data centres as part of asset rationalisation and the move to the Whitechapel Civic Centre thereby reducing our overall carbon footprint within the borough in the long term.

9. RISK MANAGEMENT IMPLICATIONS

- 9.1 Moving away from a single strategic partner to a multi sourcing model reduces the Council's vulnerabilities in relation to the failure or bankruptcy of a single partner.
- 9.2 Phased transition to in house services over a period of time i.e. some in 2019 and others in 2021 mitigates risks through lessons learnt ensuring this is delivered in an effective way.
- 9.3 A phased exit will minimise service disruption and ensure that service continuity risk is mitigated over the transition period.

10. CRIME AND DISORDER REDUCTION IMPLICATIONS

10.1 This has been considered and there are no crime and disorder implications arising from this report.

11. SAFEGUARDING IMPLICATIONS

11.1 This has been considered and there are no safeguarding implications arising from this report.

Linked Reports, Appendices and Background Documents

Linked Report

- NONE

Appendices


- Appendix A: Costing calculations (exempt from publication)

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

- NONE.

Officer contact details for documents:

Or state N/A

| | |
|--|---|
| <p>Cabinet</p> <p>27 February 2018</p> |  <p>TOWER HAMLETS</p> |
| <p>Report of: Zena Cooke – Corporate Director of Resources</p> | <p>Classification: Unrestricted</p> |
| <p>Corporate Budget Monitoring Report - <i>Period 9 (December 2017) 2017-18</i></p> | |

| | |
|-------------------------------|---|
| Lead Member | Councillor David Edgar, Cabinet Member for Resources |
| Originating Officer(s) | Kevin Miles, Chief Accountant |
| Wards affected | All Wards |
| Key Decision? | No |

Executive Summary

In February 2017 the Council agreed a General Fund (GF) revenue budget of £338.9m and a Capital programme of £216.2m (GF £103.1m, £113.1m Housing Revenue Account (HRA) for 2017-18). This report details the projected outturn position for 2017-18 based on information as at the end of Period 9 (December 2017). The report includes details of:-

- General Fund (GF) Revenue Budget Position
- Housing Revenue Account (HRA) Budget Position
- Progress delivering 2017-18 Savings
- Progress delivering Council Growth Priorities, including Mayoral Priority Growth
- Council Tax and Business Rates Income
- Treasury Management Activities
- Pension Fund Investments Position

The Medium Term Financial Plan (MTFP) assumed in 2017-18 there would be a small contribution of £0.5m to the Council’s General Fund reserves.

Currently the General Fund forecast outturn is projecting an **underspend of £1.5m** after the application of reserves and corporate contingency. The HRA is projecting an **underspend of £24.8m**.

There are significant pressures in Children’s Services which is currently projecting a large overspend, much of this is attributable to social care. Similar concerns in Health, Adults and Community have been largely mitigated with the application of the Improved Better Care Fund and new Adult Social Care grants. There is also an overspend in the Resources Directorate which is largely due to the costs of the contact centre, administration of the Housing benefit function.

The Place directorate is forecasting a overspend position. This is predominantly where budgeted savings are not being made. Other areas of potential overspend are the subject to the application of earmarked reserves.

Corporate costs and capital financing (including the corporate contingency) is currently showing a £13.7m underspend which will be used, alongside approved earmarked reserves, to offset unplanned pressures.

The MTFs outlined for 2017-18 approved savings of £20.4m in order to deliver a balanced budget. An additional £5.7m relating to slippage from previous years must also be achieved.

The following items are potential risks to the budget, and Corporate Directors and Business Partners are working to mitigate these reduce the risk of overspending.

- Social Care Costs
- Ofsted Outcomes
- Savings Delivery

Recommendations:

The Mayor in Cabinet is recommended to:

1. Note the Council's forecast outturn position against Revenue and HRA budgets agreed for 2017-18, based on information as at the end of December as detailed in the Appendices
2. Note the summary savings position.
3. Endorse Management action to achieve savings.
4. Note the position on the Mayoral Priority Budget

1. ALTERNATIVE OPTIONS

- 1.1. The regular reporting of Revenue and Capital Budget Monitoring information provides detailed financial information to members, senior officers and other interested parties on the financial performance of the Council. It sets out the key variances being reported by budget holders and the management action being implemented to address the identified issues.
- 1.2. Further information across the Council's key financial activities is also included to ensure that CLT and Members have a full picture to inform their consideration of any financial decisions set out in this report and also their broader understanding of the Council's financial context when considering reports at the various Council Committees.
- 1.3. Set alongside relevant performance information it also informs decision making to ensure that Members' priorities are delivered within the agreed budget provision.
- 1.4. It is important that issues are addressed to remain within the approved budget provision or where they cannot be contained by individual service management action, alternative proposals are developed and solutions proposed which address the financial impact; CLT and Members have a key role in approving

such actions as they represent changes to the budget originally set and approved by them.

2. REASONS FOR THE DECISIONS

- 2.1. The Council could choose to monitor its budgetary performance against an alternative timeframe but it is considered that the reporting schedule provides the appropriate balance to allow strategic oversight of the budget by members and to manage the Council's exposure to financial risk. More frequent monitoring is undertaken by officers and considered by individual service Directors and the Council's Corporate Leadership Team (CLT) including approval of management action.
- 2.2. To the extent that there are options for managing the issues identified these are highlighted in the report in order to ensure that members have a full picture of the issues and proposed solutions as part of their decision making.

3. DETAILS OF REPORT

3.1. General Fund Revenue Budget Position 2016-17 Outturn position

- The final outturn position for 2016-17 was reported to Cabinet in July, this showed a net underspend of £0.7m. Although Children's Services and Health, Adults and Community Directorates showed significant overspends (mainly around social care), this was offset by corporate underspends due to growth and inflation not being required, the councils contingency and lower than expected capital financing costs.
- In total there was a net drawdown of £5.5m from the Council's reserves. A small number of earmarked reserves were also created to support Transformation and other Council priorities. Reserves were established to support the new Civic Centre and the Council's IT Strategy. At the 31 March 2017 the General Fund reserve was £31.7m which was in line with the MTFS.

2017-18 Budget Position

- The overall revised revenue budget is currently £345.9m, which is an increase of £7m from the £338.9m originally approved by the Council in February as part of the Medium Term Financial Strategy (MTFS) for the period 2017 – 2020. This increase was wholly due to funding from the Improved Better Care Fund.
- The General Fund forecast outturn for Period 8 is currently showing an underspend of £1.5m after the application of approved growth and reserves. The forecast position for the Housing Revenue Account (HRA) is a surplus of £24.8m.
- Full Directorate summaries can be found in the attached appendix. This incorporates the new proposed format for the budget monitoring which we think will improve the quality and readability of the information.

Year end 2017/18

We need to close the accounts in a shorter period of time than in previous years, this means that we will need to provide a final outturn position we can substantiate quicker than last year and improved budget monitoring will help us in this respect.

4. LEGAL COMMENTS

- 4.1. The report provides financial performance information. It is consistent with good administration for the Council to consider monitoring information in relation to plans and budgets that it has adopted.
- 4.2. Section 3 of the Local Government Act 1999 requires the Council as a best value authority to “make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness”. Monitoring of financial and other performance information is an important way in which that obligation can be fulfilled.
- 4.3. The Council is required by section 151 of the Local Government Act 1972 to make arrangements for the proper administration of its financial affairs. The Council’s chief finance officer has established financial procedures to ensure the Council’s proper financial administration. These include procedures for budgetary control. It is consistent with these arrangements for the Cabinet to receive information about the revenue and capital budgets as set out in the report.
- 4.4. 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 budgets are formulated by reference to its public sector equality duty and monitoring performance should help to ensure they are delivered.

5. ONE TOWER HAMLETS CONSIDERATIONS

- 5.1. The budget monitoring report assists in reviewing the financial performance of the Council. It ensures that financial resources are applied to deliver services meeting the needs of the diverse communities living in Tower Hamlets and supporting delivery of One Tower Hamlets.

6. BEST VALUE (BV) IMPLICATIONS

- 6.1. The Council’s achievement of the principles of Best Value are assessed annually as part of the final audit of the Council’s financial statements by the Council’s external auditors KPMG.

7. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 7.1. There are no specific actions for a greener environment implications

8. RISK MANAGEMENT IMPLICATIONS

- 8.1. There is a risk to the integrity of the authority’s finances if an imbalance occurs between resources and needs. This is mitigated by regular monitoring and, where appropriate, corrective action. This report provides a corporate overview to supplement more frequent monitoring that takes place at detailed level. The explanations provided by the Directorates for the budget variances also contain analyses of risk factors.

9. CRIME AND DISORDER REDUCTION IMPLICATIONS

9.1. There are no specific crime and disorder reduction implications.

Linked Reports, Appendices and Background Documents

Linked Report

None

Appendices

Appendix 1 – Control Budget

Appendix 2 – Directorate Summary and other indicators

Appendix 3 – Savings Tracker Summary and Detail

Appendix 4 – Mayoral Priorities

Appendix 5 – Capital Q3 2017-18

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CONTROL BUDGET 2017-18

| | Total General Fund | Health, Adults & Community | Children's Services | Place | Governance | Resources | Corporate Costs and Central Financing |
|---|--------------------|----------------------------|---------------------|--------------------|-------------------|-------------------|---------------------------------------|
| Original Budget 2017-18 | 338,895,605 | 130,747,901 | 98,424,858 | 70,292,015 | 11,761,988 | 15,067,990 | 12,600,853 |
| Reversal of Approved Public Health Savings | 0 | 678,000 | | | | | (678,000) |
| Transfer of Young People Contracts Budget HAC to CHI | 0 | (1,115,890) | 1,115,890 | | | | |
| Transfer of Free School Meals Allocation from HAC to CHI | 0 | (2,000,000) | 2,000,000 | | | | |
| Transfer of PMO and SPP Budgets from CHI to GOV & RES | 0 | | (1,186,170) | | 916,053 | 270,117 | |
| Transfer of Parking Control Account budgeted income from CEN to PLA | 0 | | | (9,104,000) | | | 9,104,000 |
| Transfer of Kemnal Park from GOV to PLA | 0 | | | 100,000 | (100,000) | | |
| Smarter Together Transformation Programme budget | 0 | | | | | 5,780,032 | (5,780,032) |
| Drawdown of Specific Reserves - SEND Grant | 0 | | 113,696 | | | | (113,696) |
| Approved Growth 2017-18 | 0 | 1,369,292 | 946,000 | 480,000 | | | (2,795,292) |
| ICT Transformation Reserve allocation | 0 | | | | | 3,100,000 | (3,100,000) |
| Savings Transferred - Finance & SPP | 0 | | | | (600,000) | (700,000) | 1,300,000 |
| Inflation Awarded - Non Pay | 0 | 1,923,000 | 371,000 | | | | (2,294,000) |
| Inflation Awarded - Pay plus LLW | 0 | 202,736 | 399,557 | 376,274 | 108,036 | 287,745 | (1,374,348) |
| Estimated increase in Pension Contribution - 3.4% | 0 | 612,422 | 1,213,246 | 1,142,548 | 328,051 | 873,733 | (4,170,000) |
| Improved Better Care Fund Grant Awarded | 7,017,000 | 7,017,000 | | | | | |
| Apprenticeship Levy | 0 | 84,985 | 156,935 | 137,240 | 41,800 | 103,965 | (524,925) |
| Centralisation of Annual Residents' Survey Budget | 0 | | (12,000) | (6,000) | 24,000 | (6,000) | |
| Centralisation of Campaign Budget | 0 | (13,500) | (81,000) | (55,000) | 191,500 | (31,000) | (11,000) |
| MSG Transfer relating to Theme 5 Community Engagement Cohesion & Resilience | 0 | | | (80,000) | 80,000 | | |
| MSG Transfer relating to Theme 4 | 0 | | | (260,000) | | 260,000 | |
| Inflation Awarded - Non Pay | 0 | | | | | 88,000 | (88,000) |
| Supporting Yotuh Services Projects | 0 | | 300,000 | | | | (300,000) |
| Technical Adjustment - Depreciation Charges | 0 | | 717,898 | 74,584 | | 860 | (793,342) |
| Growth Awarded - Waste Collection and Treatment | 0 | | | 292,000 | | | (292,000) |
| Inflation Awarded - Non Pay (Place) | 0 | | | 798,000 | | | (798,000) |
| Increase to Business Rates Across Rate Payers Costs | 0 | | | 496,500 | | | (496,500) |
| | 0 | | | | | | |
| Total Adjustments | 7,017,000 | 8,758,045 | 6,055,052 | (5,607,854) | 989,440 | 10,027,452 | (13,205,135) |
| Revised Latest Budget 2017-18 | 345,912,605 | 139,505,946 | 104,479,910 | 64,684,161 | 12,751,428 | 25,095,442 | (604,282) |

| Capital Control Budget 2017-18 | Total | Health, Adults & Community | Children's Services | Place | Resources | Corporate | Housing Revenue Account |
|--|---------------------|----------------------------|---------------------|--------------------|--------------------|--------------------|-------------------------|
| | £ | £ | £ | £ | £ | £ | £ |
| Original Budget (Council, February 2017) | 216,269,172 | 3,729,500 | 36,347,294 | 50,438,176 | 1,259,202 | 14,600,000 | 109,895,000 |
| Slippage from 2016-17 | 17,377,769 | 1,580,169 | 2,648,516 | 1,179,524 | 103,702 | 4,158,922 | 7,706,936 |
| Quarter 1 Total Adjustments | (1,901,978) | (1,820,456) | (802,096) | 2,715,366 | 4,457 | (2,289,858) | 290,609 |
| Quarter 2 Total Adjustments | (47,092,887) | - | (7,266,110) | (4,212,832) | - | (1,644,233) | (33,969,712) |
| Cabinet / Full Council / Mayor's Executive Decisions | | | | | | | |
| Basic Need/Expansion - George Green's - 6th form Expansion (Cabinet, 31 October 2017) | 100,000 | | 100,000 | | | | |
| Basic Need/Expansion - Langdon Park - 6th Form Expansion (Cabinet, 31 October 2017) | 90,000 | | 90,000 | | | | |
| Basic Need/Expansion - Raines Foundation School (Cabinet, 31 October 2017) | 1,260,000 | | 1,260,000 | | | | |
| Purchase of properties for use as temporary / affordable accommodation (Full Council, 22 November 2017) | 41,430,000 | | | 41,430,000 | | | |
| Investment works to LBTH Assets - Bancroft Library Boiler replacement (Mayor's Executive Decision Making, 23 August 2017) | 50,000 | | | 50,000 | | | |
| Investment works to LBTH Assets - Bethnal Green Library - Investment works (Mayor's Executive Decision Making, 23 August 2017) | 200,000 | | | 200,000 | | | |
| Whitechapel Civic Centre (Cabinet, 27 June 2017) | 673,000 | | | | | 673,000 | |
| Housing Capital Pipeline Programme (Cabinet, 25 July 2017) | 2,170,000 | | | | | | 2,170,000 |
| Decisions Delegated to Corporate Directors | | | | | | | |
| Culture - Mile End Stadium Astro-turf Development (October 2017) | 109,730 | | 109,730 | | | | |
| TfL Schemes - Sustainable Drainage Scheme (July 2017) | 10,000 | | | 10,000 | | | |
| Transport S106 Funded Schemes - Sale Street (July 2017) | 80,000 | | | 80,000 | | | |
| Transport S106 Funded Schemes - Spindrift Avenue (July 2017) | 80,000 | | | 80,000 | | | |
| Transport S106 Funded Schemes - Millwall Docks - Open space improvements (December 2017) | 56,953 | | | 56,953 | | | |
| Budgets Re-profiled | | | | | | | |
| Public Health - Sutton Wharf - Improvements to Health Infrastructure | (167,000) | (167,000) | | | | | |
| Basic Need/Expansion - Olga Primary School Expansion | (108,000) | | (108,000) | | | | |
| Basic Need/Expansion - London Dock - Expansion | (350,000) | | (350,000) | | | | |
| Basic Need/Expansion - Wood Wharf Primary School | 90,000 | | 90,000 | | | | |
| Basic Need/Expansion - Westferry Secondary School | (1,000,000) | | (1,000,000) | | | | |
| Bishop Challoner - Community Facilities | (590,112) | | (590,112) | | | | |
| Parks - Christ Church Gardens | (534,092) | | (534,092) | | | | |
| Parks - Warner Green | (24,000) | | (24,000) | | | | |
| Parks - Bartlett Park - Playground activity | (245,000) | | (245,000) | | | | |
| Parks - Cavell Street Gardens | (100,000) | | (100,000) | | | | |
| Parks - King Edward Memorial Park | (556,000) | | (556,000) | | | | |
| Parks - Four Outdoor / Urban Gyms | (183,000) | | (183,000) | | | | |
| Culture - Pocket Parks Project Marner Family | (17,000) | | (17,000) | | | | |
| Culture - Leisure Centre Improvements | (1,500,000) | | (1,500,000) | | | | |
| Community Hubs/Buildings - Raine House Wapping Community Centre | (250,000) | | | (250,000) | | | |
| Community Hubs/Buildings - Granby Hall Community Hub | (880,000) | | | (880,000) | | | |
| S106 Schemes - Whitechapel Delivery: Creating Open Spaces - Phase 1 | (70,000) | | | (70,000) | | | |
| S106 Schemes - Commercial Road | (60,000) | | | (60,000) | | | |
| S106 Schemes - Carbon offsetting | (305,000) | | | (305,000) | | | |
| Section 106 Passported Funding - Wellington Way Health Centre | (852,158) | | | (852,158) | | | |
| Section 106 Passported Funding - Silvocea Way | (25,000) | | | (25,000) | | | |
| Registered Provider Grant Scheme (from 1-4-1) - ARHAG Housing Association | 200,000 | | | 200,000 | | | |
| Registered Provider Grant Scheme (from 1-4-1) - East End Homes | 257,000 | | | 257,000 | | | |
| Public Realm Improvements - Petticoat Lane Market Improvements | (38,000) | | | (38,000) | | | |
| Public Realm Improvements - Streetlighting Replacement | (1,200,000) | | | (1,200,000) | | | |
| Transport S106 Funded Schemes - 101-109 Fairfield Road | (9,000) | | | (9,000) | | | |
| Transport S106 Funded Schemes - Marsh Wall Environmental Improvement | (14,000) | | | (14,000) | | | |
| Transport S106 Funded Schemes - Ocean Estate FS2 | (48,000) | | | (48,000) | | | |
| Transport S106 Funded Schemes - Construction of a pedestrian crossing on East Ferry Road, located near school entrance | (17,000) | | | (17,000) | | | |
| Transport S106 Funded Schemes - 86 Brick Lane - Towards traffic management and calming measures on Fournier Street | (58,000) | | | (58,000) | | | |
| Transport S106 Funded Schemes - One-Way to Two-Way Cycle Streets - Alie Street Area | (304,078) | | | (304,078) | | | |
| Transport S106 Funded Schemes - 397-411 Westferry Road | (5,000) | | | (5,000) | | | |
| Transport S106 Funded Schemes - North West Corner of Chrisp Street and Carmen Street | (10,000) | | | (10,000) | | | |
| Transport S106 Funded Schemes - Aldgate Place | (292,000) | | | (292,000) | | | |
| Transport S106 Funded Schemes - Fulneck 150 Mile End Road | (45,000) | | | (45,000) | | | |
| Transport S106 Funded Schemes - Gem House | (75,000) | | | (75,000) | | | |
| Transport S106 Funded Schemes - 15 - 17 Leman Street - Cycle and Pedestrian Improvement Project 2017 | (6,000) | | | (6,000) | | | |
| Mayor's Priority - Providing free Wi-Fi in Tower Hamlets for all | (1,000,000) | | | | (1,000,000) | | |
| Whitechapel Civic Centre - Pre-procurement detailed design phase | (500,000) | | | | | (500,000) | |
| Underground Refuse Service - to replace two vehicles at the end of their useful life | (500,000) | | | | | (500,000) | |
| Other Approvals/Adjustments | | | | | | | |
| Basic Need/Expansion - Various - Scheme Development (No longer required) | (147,000) | | (147,000) | | | | |
| Basic Need/Expansion - Bow School - Expansion (No longer progressing) | (1,108,000) | | (1,108,000) | | | | |
| Conditions and Improvement - PFI schools - Various - Urgent Works | (82,000) | | (82,000) | | | | |
| - Bromley Hall - Brickworks | 55,000 | | 55,000 | | | | |
| - St Luke's Hygiene Room | 15,000 | | 15,000 | | | | |
| - Halley Primary School - Gate works | 12,000 | | 12,000 | | | | |
| Conversion of council buildings to temporary accommodation (Removed from capital programme - any future requirement to be funded from general provision in 2018-19 budget) | (1,625,000) | | | (1,625,000) | | | |
| Registered Provider Grant Scheme (from 1-4-1) - Peabody (Revised estimate) | (195,000) | | | (195,000) | | | |
| Public Realm Improvements - Brick Lane toilet scheme (No longer progressing) | (100,000) | | | (100,000) | | | |
| Infrastructure Delivery Budgetary Provision (Allocations made by IDSG and IDB) | (4,138,950) | | | | | (4,138,950) | |
| Housing Capital Pipeline Programme - Schemes identified | (1,245,000) | | | | | | (1,245,000) |
| - Ashington House | 45,000 | | | | | | 45,000 |
| - Bancroft and Wickford | 180,000 | | | | | | 180,000 |
| - Brunton Wharf | 30,000 | | | | | | 30,000 |
| - Clichy Estate | 20,000 | | | | | | 20,000 |
| - Heylyn & Shetland | 170,000 | | | | | | 170,000 |
| - Lahana Place | 40,000 | | | | | | 40,000 |
| - Landon Walk | 40,000 | | | | | | 40,000 |
| - Lister & Treves | 90,000 | | | | | | 90,000 |
| - Lowder House | 125,000 | | | | | | 125,000 |
| - Rogers & Digby Estate | 190,000 | | | | | | 190,000 |
| - 111-113 Mellish Street | 80,000 | | | | | | 80,000 |
| - Norman Grove | 100,000 | | | | | | 100,000 |
| - Southern Grove | 50,000 | | | | | | 50,000 |
| - Strahan Road | 45,000 | | | | | | 45,000 |
| - Hanbury Street | 40,000 | | | | | | 40,000 |
| Community Benefit Society - 1-4-1 receipts (Revised estimate) | (4,500,000) | | | | | | (4,500,000) |
| Buybacks 1-4-1 Receipts (No longer progressing) | (26,270,096) | | | | | | (26,270,096) |
| Quarter 3 Total Adjustments | (3,164,802) | (167,000) | (4,812,474) | 35,880,717 | (1,000,000) | (4,465,950) | (28,600,096) |
| Revised 2017-18 Budget | 181,487,273 | 3,322,213 | 26,115,130 | 86,000,951 | 367,360 | 10,358,881 | 55,322,737 |

Corporate Budget Monitoring Report

Period 9 (December 2017) 2017-18

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| Summary | 1 | 2 |
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| | |
|------------------------|--|
| Circulated to | Corporate Leadership Team (CLT) |
| Date | 14 th February 2018 |
| Classification | Unrestricted |
| Report of | Zena Cooke – Corporate Director of Resources |
| Lead Member | CLr Edgar, Cabinet Member for Resources |
| Originating Officer(s) | Kevin Miles, Chief Accountant |
| Wards affected | All Wards |
| Key Decision? | No |

Outturn variances

| Directorate | £m Outturn Variance | Cause of Outturn variance | | | | | | | |
|------------------------|---------------------------|---------------------------|---------------------------------|-------------------|--------------|----------------------|---------------------------|----------------------------|----------------------------------|
| | | Yearly figs | | Figs to date | | Savings: directorate | | Reserves | |
| | | Revised Budget | Forecast Outturn Position | Budget to Date | Actual | Not achieved | Cross Direct- orate | Ear- marked Reserves | Impact on General Reserves |
| Children's Services | 10.5 | 104.5 | 115.0 | 78.4 | 99.8 | 0.7 | - | - | - |
| Resources | 1.2 | 25.1 | 26.2 | 18.8 | 27.1 | 0.8 | - | - | - |
| HAC | (0.0) | 139.5 | 139.5 | 104.6 | 92.8 | 1.5 | - | - | - |
| Place | (0.2) | 64.7 | 64.5 | 37.4 | 47.5 | 1.2 | - | - | - |
| Governance | 0.7 | 12.8 | 13.5 | 9.6 | 10.8 | 0.6 | - | - | - |
| Corporate Costs | (13.7) | (0.6) | (14.3) | (0.4) | 8.6 | | (1.9) | 8.2 | (1.5) |
| General Fund | (1.5) | 345.9 | 344.5 | 248.4 | 286.6 | 4.8 | (1.9) | (8.2) | (1.5) |
| HRA | (24.8) | 12.0 | (12.8) | (31.4) | (29.9) | - | - | - | (24.8) |
| Total | (26.3) | 357.9 | 348.6 | 217.0 | 256.7 | 4.8 | 1.9 | (8.2) | (26.3) |

We project an overall underspend of £26.3m, being £1.5m under in the General Fund on a revised budget of £346m, plus a £24.8m surplus in the Housing Revenue Account (HRA). The Medium Term Financial Plan (MTFP) assumed in 2017-18 there would be a contribution of £0.5m to the Council's General Fund reserves. The three main variances in the General Fund are:

1. £13.7m underspend in Corporate Costs;
2. £10.5m overspend in Children's Services, mainly due to social care. Similar concerns in Health, Adults and Community have been largely mitigated with the application of the Improved Better Care Fund and new Adult Social Care grants; £7.7m relates to the General fund and £2.8m on the DSG.
3. £1.2m overspend in Resources, largely due to the costs of the contact centre.

The MTFs outlined for 2017-18 approved savings of £20.4m in order to deliver a balanced budget. An additional £5.7m relating to slippage from previous years must also be achieved. The main risks to the budget are Social Care costs, Ofsted Outcomes and Savings Delivery.

This Month: two sentences, five numbers

Position looks stable, no significant movements from the last reported monthly position. We are continuing to support directorates as they manage their budget pressures and savings targets.

£1.5m Underspend on General Fund: largely unchanged from quarter 2 position (£1.4m underspend)

£23.2m Savings: our anticipated savings against our requirement for projected savings

£24.8m Surplus: HRA, this has increased significantly since the last quarter which was projected to be broadly on budget.

£468m Investments.

£132m Projected capital spend.

Appendix 2.1 - Children's Services **2.1**

Outturn variance £10.5m overspend

| £m | Outturn Variance | Cause of outturn variance | | | | | | | |
|------------|------------------|---------------------------|---------------------------|----------------|--------|----------------------|-------------------|---------------------|----------------------------|
| | | Yearly figs | | Figs to date | | Savings: directorate | | Reserves | |
| | | Revised Budget | Forecast Outturn Position | Budget to Date | Actual | Not achieved | Cross Directorate | Ear-marked Reserves | Impact on General Reserves |
| Children's | 10.5 | 104.5 | 115.0 | 78.4 | 99.8 | 0.7 | - | | - |

The overspend is mainly in Children's Social Care and reflects the national picture – 75% of Councils are reporting overspends in children's services, according to the LGA. After the Ofsted report in April 2017, Children's Services has finalised its Improvement Plan. The plan includes a one-off £4.2m cost over two years, to be funded from Reserves and conditional on hitting certain targets. The service will monitor the impact of the plan on levels of demand and its longer term service costs.

A list of significant variances with explanations is shown below

| (in numerical descending order) | £m | Variance commentary |
|---|-----|---|
| Staffing We're dealing with increased demand via agency staff. We need instead to recruit permanent staff | 2.6 | Demand for services is up (since April, 15% more children on the caseload, 41% more monthly contacts, 66% more referrals). Result: agency staff now make up over a third of our social work posts. Also when budgeting we assumed staff costs would average out at the mid-point salary scales, but the reality has seen costs closer to the top of the scale. Action: plans to recruit and retain more permanent staff have been developed and budgets have been reassessed accordingly with additional provision being included in the proposed 2018-19 budget. |
| Looked After Children (LAC) Increased demand and the age profile of our LAC population is leading to higher costs. | 1.8 | Ofsted commented on delays in care proceedings and high thresholds. Result: we have more children in care (and we expect even more in future), and there is a high proportion of older children too which cost more to look after. Action: we plan to intervene earlier in a child's life. The experience of other councils is that the sooner help is provided the more cost effective it is in overall terms. It will increase costs us in the short term (more young children in the system now), but saves us in the long term (the length of time in care would reduce and fewer children remain as more costly older children in the system). |
| Leaving Care Services LAC have an entitlement to leaving care services after they become adults | 1.5 | The overall growth in LAC numbers and the higher numbers of older children are putting pressure on this area of the budget; the strategy of intervening earlier will also help to manage this pressure. |
| Contract services The costs of school meals are not covered fully by income. | 0.8 | The service has been focussing on reducing costs as far as possible together with a proposed increase in the meal prices for secondary schools (from £2.35 to £2.75) |
| School redundancies These continue to be an issue as school budgets come under funding pressures. | 0.7 | These costs cannot be met from DSG and follow from approved school reorganisations. |

| | |
|--|---|
| Family Support | 0.5 We've increased our support for children in need pre-legal care proceedings. Also, there's been an increase in independent assessments that are being commissioned hence, we're looking at our legal processes to see where we can make savings. |
| School Improvement Secondary Is now being undertaken by the Tower Hamlets Education Partnership (THEP) | 0.1 Only Home Services and NQTs will operate as a traded service. |
| Tower Hamlets Youth Sports Foundation Continue to develop their business plan for 2018-19. | 0.1 The Council is continuing to support the Foundation in moving to an independent organisation. Staff consultation on changes to the service took place at the end of the summer and redundancy notices have been issued and took effect at the end of autumn term (December 2017). Expressions of interest from schools to a revised service offer for 2018-19 have informed staffing levels and the Foundation's business planning. |

Other comments

| | |
|--|--|
| Sports, Leisure & Culture Service been allocated £300k in 2017-18 | £170k is for total cost of A Team Arts, and the rest is for two pilot projects which will be procured. |
|--|--|

Outturn variance £1.2m

| £m | Outturn Variance | Cause of outturn variance | | | | | | | |
|-----------|------------------|---------------------------|---------------------------|----------------|--------|----------------------|-------------------|---------------------|----------------------------|
| | | Yearly figs | | Figs to date | | Savings: directorate | | Reserves | |
| | | Revised Budget | Forecast Outturn Position | Budget to Date | Actual | Not achieved | Cross Directorate | Ear-marked Reserves | Impact on General Reserves |
| Resources | 1.2 | 25.1 | 26.2 | 18.8 | 27.1 | 0.8 | - | - | - |

After adjusting for expenditure to be funded from specific reserves, the overspend is likely to be around £1.170m. Explanations for the key variances are provided below.

| (in numerical descending order) | £m | Variance commentary |
|---|------|--|
| Customer Access Tower Hamlets Homes now provide their own customer contact centre | 0.60 | Tower Hamlets Homes no longer buys this service from us and the shortfall is due to this lost business. The costs are mainly staffing and restructures will be needed to reduce staffing spend. Restructures have been delayed to take account of the wider local presence review. |
| Housing Benefit Admin Reductions in Government Grant support | 0.38 | The service is delivering savings of £0.5m agreed last year and facing new grant reductions. Costs are mainly staffing and it cannot achieve the level of staff reductions needed this year to cover savings and grant reduction without affecting service levels. A longer planning period is required to redesign the service in the context of welfare reform changes and growth is being requested as part of the 2018-19 budget process to manage this over a longer timeframe. |
| Council Tax Admin | 0.16 | Additional income needed to be generated through court costs to meet spend requirement and deliver previously agreed savings. This is no longer possible due to restrictions and what we can charge for court costs and the service will need to reduce costs to be within budget. |

Other comments

| | |
|----------------------------|---|
| Use of Reserves | Approximately £6m will be used from the General Transformation reserve to pay for costs associated with the smarter together savings programme. A further £3-4m will be needed from the ICT Transformation reserve to fund ICT Transformation projects totalling £16m agreed by cabinet earlier in the year. |
| Directorate Savings | There are specific savings in Finance, HR, Audit and Housing Benefits – the detailed performance on these are within the savings tracker. All projects are progressing and where there is slippage, these have been mitigated by bringing forward treasury savings. |

No Overall Variance

| £m | Outturn Variance | Cause of outturn variance | | | | | | | |
|------|------------------|---------------------------|---------------------------|----------------|--------|----------------------|-------------------|---------------------|----------------------------|
| | | Yearly figs | | Figs to date | | Savings: directorate | | Reserves | |
| | | Revised Budget | Forecast Outturn Position | Budget to Date | Actual | Not achieved | Cross Directorate | Ear-marked Reserves | Impact on General Reserves |
| HA&C | (0.0) | 139.5 | 139.5 | 104.6 | 92.8 | - | - | | - |

The Health, Adults and Community department is forecasting a breakeven position for 2017-18. We have summarised the main variances below.

The 2017-18 budgets include £7m of savings including £3.3m of savings from prior years. The department is forecasting to achieve £5.5m (79%) of savings in 2017-18. Historic unachievable savings targets totalling £0.7m are proposed to be cancelled as part of 2018-19 budget setting. The remaining savings slippage of £0.8m will be achieved in full in 2018-19.

(in numerical descending order)

£m

Variance commentary

Adult Social Care

Demand for residential and community-based care services for disabled and older people.

1.8 The month 9 position is a forecast overspend of £1.8m against a net budget of £90.2m. The forecast overspend is demonstrated by pressures in the demand led residential and community based care services for adults with disabilities and older people. There is also a risk in relation to previous year Clinical Commissioning Group (CCG) income, for which £3m was accrued at the end of 2016-17. Work is underway to review all outstanding debt and to engage with health partners to resolve historical queries.

Commissioning & Health

A 7% underspend against budget

(1.4) The month 9 position is a forecast underspend of £1.4m against a net budget of £12.6m, following efficiencies achieved through the procurement programme.

Community Safety

Substance misuse services are demand-led

(0.4) The month 9 position is a forecast underspend of £0.4m against a net budget of £3.2m, attributable to a number of temporarily vacant posts being held due to delays in recruitment. There is a minor risk in substance misuse services from demand-led detox and rehabilitation placements, however activity levels are being monitored closely.

Public Health

Primary Care and Sexual Health services are demand-led

0.0 The month 9 position is a breakeven forecast against the budget of £33.5m. There is however risk associated with the contracts for Primary Care and Sexual Health services as these are demand-led; robust monitoring processes are in place.

Ottturn variance £0.2m underspend

| £m | Ottturn Variance | Cause of ottturn variance | | | | | | | |
|-------|------------------|---------------------------|---------------------------|----------------|--------|----------------------|--------------------|---------------------|----------------------------|
| | | Yearly figs | | Figs to date | | Savings: directorate | | Reserves | |
| | | Revised Budget | Forecast Ottturn Position | Budget to Date | Actual | Not achieved | Cross Direct-orate | Ear-marked Reserves | Impact on General Reserves |
| Place | (0.2) | 64.7 | 64.5 | 37.4 | 47.5 | 1.6 | - | - | 0 |

An overall underspend of £0.2m is estimated at period 9. Historical savings of £1.6m will not be achieved however, mitigations are in place to cover the shortfall in the current year. A total of £0.2m from the savings target for income generation is being requested to be cancelled as part of the 2018-19 budget setting process.

| (in numerical descending order) | £m | Variance commentary |
|---|--------|---|
| Resources Overspend from unbudgeted Management costs | 0.20 | There are unbudgeted costs due to senior management brought in to support the directorate. These costs are expected to be contained within the overall Place budget at year end. |
| Growth & Economic Development Unbudgeted historical service charges. | 0.18 | Unbudgeted service charges from previous years of £175k have been incurred. These costs are expected to be contained within the overall Place budget. Mayor's Priority Growth of £400k are forecasted for the year to be drawn down from reserves. |
| Property & Major Programme Unbudgeted costs for Whitechapel Civic Centre and Vacant premises awaiting disposal. | 0.02 | This year costs attributable to securing the new Civic Centre site will be met from the corporate provision set aside to finance this project. Any costs relating to vacant properties awaiting disposal will also be met corporately. |
| Planning & Building Control Local Plan Place Team. | 0 | The unbudgeted Local Plan Place Team previously funded from reserves can be contained within the existing resources as a result of underspends following a review of the Team's outcomes. |
| Housing & Regeneration Increased income from RSLs. | (0.20) | The development of the recharge model supports the additional income now being generated from RSLs for lettings via the common housing register. |
| Public Realm Savings slippage offset by increased streetworks income | (0.41) | <p>There are a number of budget pressures that are being contained for the current year. This includes advertising income, historical savings, unbudgeted management and waste contract retender project costs from increased income sources.</p> <p>The pressures are mitigated in the current year through increased income from streetworks and parking bays suspensions and from increased utilities work in the borough, together with vacancies held pending reviews and restructures.</p> <p>A shortfall in the budget for Kemnal Park is being met from reserves. Adjustments will need to be made for licensing income impacts, and the Landlord Licensing scheme unbudgeted income estimated at £0.5m for this year</p> |

that supports future years costs.

The street trading account operates in accordance with the London Local Authorities Act 1990 which stipulates what charges can be made to the account. There are a number of pressures in this area that will result in a deficit of £0.2m which will be funded from retained reserves.

Appendix 2.5 - Governance

2.5

Outturn variance £0.7m overspend

| £m | Outturn Variance | Cause of outturn variance | | | | | | | |
|------------|------------------|---------------------------|---------------------------|----------------|--------|----------------------|-------------------|---------------------|----------------------------|
| | | Yearly figs | | Figs to date | | Savings: directorate | | Reserves | |
| | | Revised Budget | Forecast Outturn Position | Budget to Date | Actual | Not achieved | Cross Directorate | Ear-marked Reserves | Impact on General Reserves |
| Governance | 0.7 | 12.8 | 13.5 | 9.6 | 10.8 | 0.6 | - | - | - |

The Governance directorate is forecasting a potential overspend of up to £700k

Strategy, Policy and Performance (SPP)

Savings slippage

0.53 The budget included a saving proposal of £0.6m to be achieved through centralisation of SPP teams. The preliminary work to develop a future model for the new centralised service took longer than expected to define. The restructure is now underway but has been delayed. Full savings will not be achieved this year and an overspend of at least £0.530m is expected.

Registrars Service

Not generating as much income as we had hoped

0.15 A new registrar's service model, with additional chargeable services, was introduced in 2016-17 to generate additional income and help meet the Councils budget gap. We are not generating as much income as we had hoped and overspends of around £0.150m are likely this year. We are looking at ways to reduce costs and increase charges for some of our more popular services in line with competitors to manage this pressure from 2018-19.

Other comments

Other Services

All other services within the Governance Directorate are currently forecasting a balanced position.

Outturn variance £13.7m underspend

| £m | Outturn Variance | Cause of outturn variance | | | | | | | |
|-----------|------------------|---------------------------|---------------------------|----------------|--------|----------------------|-------------------|---------------------|----------------------------|
| | | Yearly figs | | Figs to date | | Savings: directorate | | Reserves | |
| | | Revised Budget | Forecast Outturn Position | Budget to Date | Actual | Not achieved | Cross Directorate | Ear-marked Reserves | Impact on General Reserves |
| Corporate | (13.7) | (0.6) | (14.3) | 0.4 | 8.6 | | (1.9) | 8.2 | (1.5) |

Corporate and Central budgets These are provisions for unforeseen events (contingencies) and Council-wide budgets for savings, growth and inflation. If during the year, a Directorate proves that there has been service growth in its area, we move some money from this central pot into their budget to help cover the cost of the growth when this has been evidenced. This 'Contingency' is currently £3.1m.

Corporate / Central Financing In addition to the amount available in Contingency, underspends exist within Treasury management and capital financing due to delays in delivering the councils planned capital programme during the year
Approved growth that may be transferred to services upon receipt of evidence could have an impact on the respective service areas or remain within corporate cost if not required.

:

Outturn variance for HRA £24.8m underspend

| £m | Outturn Variance | Cause of outturn variance | | | | | | | |
|-----|------------------|---------------------------|---------------------------|----------------|--------|----------------------|-------------------|---------------------|------------------------|
| | | Yearly figs | | Figs to date | | Savings: directorate | | Reserves | |
| | | Revised Budget | Forecast Outturn Position | Budget to Date | Actual | Not achieved | Cross Directorate | Ear-marked Reserves | Impact on HRA Reserves |
| HRA | (24.8) | 12.0 | (12.8) | (31.4) | (29.9) | - | - | - | (24.8) |

A £24.8m underspend is projected in the Housing Revenue Account (HRA), with the major variances being:

| Area | £m | Variance |
|--|--------|--|
| Dwelling and Non-Dwelling Rents / Tenant and Leaseholder Service Charges: | (0.4) | Overall the rent and service charge budgets are estimated to generate more income. Housing rents are lower than forecast, partly due to the loss of rent resulting from a fire in June 2017 at one of the Council's housing blocks. However a rent review of the Council's commercial properties has resulted in extra non-dwelling rent being recovered. |
| Special Services, Rents, Rates & Taxes/ Supervision & Management/ Repairs & Maintenance | (0.8) | The main variance relates to the Repairs and Maintenance budget which is projected to be underspent, however historically demand for repairs often increases during the winter months which may result in additional future demands on the budget. |
| Revenue Contribution to Capital Outlay (RCCO) | (23.6) | <p>The Council originally budgeted to finance the purchase of former social housing units within the borough from a combination of capital resources within the HRA.</p> <p>On 30th January 2018 the Mayor in Cabinet approved the use of the acquired properties as temporary accommodation within the General Fund rather than the HRA, meaning that the remaining uncommitted budget of £26.2m within the HRA capital programme is no longer required for this purpose. This will enable HRA resources of £18.3m (representing the 70% Council contribution required to support the use of retained receipts towards funding of the scheme) to be used to finance other HRA initiatives; either the development of new housing supply or capital works to the Council's existing dwelling stock, including fire safety works. Although funding decisions for the capital programme will not be made until the end of the financial year, when considered in conjunction with the significant slippage that is projected on the Better Neighbourhoods element of the HRA capital programme, it is anticipated that the Council will not need to use any HRA revenue resources to finance the capital programme in 2017-18.</p> |

Earlier this year, we set aside £21m for specific mayoral projects to improve outcomes for residents and businesses. They include projects to improve employment opportunities for residents, in particular targeting vulnerable groups such as young people, care leavers, residents over 50 and women and improve the local environment and tackle poverty within the borough through the Mayors Tackling Poverty fund.

See Appendix 4 for projects and progress.

Some schemes are already underway, and our budgets reflect this. Others are being developed and will be included in future budgets.

Savings

6

Target for year £26.1m

Savings needed in future

| £m | Total 'red' | Slippage to future years | At risk of non-delivery | Savings | Total target | Delivered/ cashed already |
|---------------------|-------------|--------------------------|-------------------------|-------------|---------------|---------------------------|
| | A = B + C | B | C | E | F = A + D + E | |
| | x | x | x | ✓ | | |
| HAC | 1.5 | 0.8 | 0.7 | 5.5 | 7.0 | 3.6 |
| Place | 1.2 | 0.8 | 0.4 | 1.5 | 2.6 | 0.1 |
| All | (1.8) | 1.7 | (3.5) | 12.0 | 10.2 | 4.6 |
| Resources | 0.8 | 0.8 | - | 1.5 | 2.3 | 1.3 |
| Children's Services | 0.7 | 0.3 | 0.3 | 2.5 | 3.2 | 0.1 |
| Governance | 0.6 | 0.6 | - | 0.1 | 0.8 | 0.1 |
| Total | 3.0 | 5.0 | (2.0) | 23.1 | 26.1 | 9.7 |

Green tick: a higher level of confidence that savings are on track to be delivered.

Red cross: either timing issues, i.e. slippage into future years, or at risk of non-delivery.

Total target for 2017-18 is £26.1m (£20.4m relates to approved savings as part of the 2017-18 budget setting process, and £5.7m as a result of previous year savings not delivered)

- £23.1m is identified as being on track to deliver savings of this £9.7m has already been achieved
- A net position of 3.0m is forecast to slip into 2018-19

This section shows the amount of money we have collected from Tax payers of the borough, and the split between the amount that is retained and the amounts paid over to central and government and the GLA.

NNDR

We are expected to collect £434m for 2017/18.

NNDR is split between

GLA 37%,
 Government 33%,
 LBTH 30%

We are expected to collect £434m in Business Rates. To the end of December we have collected £376m (86%) and are on target to achieve full collection.

At the end of the previous year there was also an outstanding debt of £21m relating to historic periods. Of this £11m (46%) has been collected.

Council Tax

We are expected to collect £117m for 2017/18.

CT is split between

Government 27%,
 LBTH 77%

We are expected to collect £117m in Council Tax. We are on target to achieve a full collection with £88m (75%) having been collected by the end of December.

We also have historic Council tax debt of £17m at the end of last year. Of this we have collected £4m or 14%. This is a little lower than we would expect, but we have had to make a large refund during the year for some properties that have changed status.

We have £478m on the Balance Sheet The balance of reserves is broken down as follows

| Reserve | £m |
|--------------------|-------|
| General Fund | 31.7 |
| HRA | 39.1 |
| Earmarked Reserves | 134.6 |
| Capital | 248.3 |
| Schools | 24.7 |
| Total | 478.4 |

We projected £0.5m contribution to the General Fund reserve in the MTFF, and the current outturn could mean this is nearer £1.5m.

We are planning to use £22.7m of Earmarked Reserves Directorates are planning to spend £22.7m of Earmarked Reserves. £16m has been approved by Cabinet for the IT upgrade work, £6m from the transformation reserve (for staffing and 'Smarter Together' programme), and 0.3m from reserves held within Public Realm (Street Trading, £0.2m and Kemnal Park £0.1m).

Overall Position

For this period our investment portfolio totals £468m and we are current receiving an average return of 0.61%.

We have £468m of investments

We currently have 8.0% of the total portfolio investments, held in Money Market Funds to provide liquidity and to diversify risk. Almost 52% of the outstanding investments have less than 3 months to mature. Only £40m of investments are held for periods longer than 12 months.

We are working with our advisors to develop a strategy which improves returns without being too risky; this is reflected in our Treasury Management Strategy document and will be the subject of discussions with the Audit Committee.

Benchmarking

We compare favourably for the return we get from our internally managed funds, but at present we do not hold external investments

According to the information we receive from our advisors Arlingclose, we are out performing both a group of London councils, and a group of national local authorities (both averaging 0.48% on internally invested funds). We are looking at alternative approaches to retain and protect the capital value of the investment, with our Treasury Management advisors investigating options which will balance the risks and rewards.

Inflation

Inflation is eroding the value of our investments.

At the moment the Consumer Prices Index (CPI) inflation is running at 3.1%, and therefore the average return of 0.61% is significantly lower. This means that the future value of the funds invested today will be less.

Pension fund

10

Overall Position to 30th September

The overall fund value has increase by £99m to £1.489bn, which is estimated to be 82.8% of the fully funded level.

Fund increased by £99m

This represents a deficit of £222.9m, down from the previous estimate of £235m.

The pension committee receive quarterly updates on the level and administration of the pension fund. The December position will be reported to the March committee.

| Debtors | | 31 Dec 2017 | 30 Sept 2017 | 31 Mar 2017 |
|--|--------------------------------|------------------------|-------------------------|------------------------|
| | | £'000 | £'000 | £'000 |
| Individuals, Companies and Organisations who own us money | Central government bodies | 37,294 | 13,193 | 21,669 |
| | Other local authorities | -2,081 | -2,080 | 3,320 |
| Overall an increase of £84m on debtors, with the largest increase in other entities (£63m) | Other entities and individuals | 184,567 | 121,530 | 52,661 |
| | Payments in advance | - | 3,606 | 2,837 |
| | | <u>219,780</u> | <u>136,249</u> | <u>80,487</u> |

Significant Movements

The movement on Government Bodies relates mainly to Housing benefit (£21m)

The 'Other Entities and Individuals' is made up as follows

| | 31 Dec 2017 | 30 Sept 2017 | |
|------------------------------|------------------------|-------------------------|--|
| | £'000 | £'000 | |
| Trade and Sundry Debtors | 48,985 | -3,384 | |
| Council Tax Debtors | -4,597 | -5,203 | Net position, including receipts, which are eliminated at year end |
| Payroll Debtors | 104,377 | 61,569 | Recovered from schools at year end |
| Parking | 15,781 | 15,781 | |
| Rents and Service Charges | 56,034 | 45,597 | Invoices are raised at the beginning of the year |
| Housing Benefit Overpayments | 7,170 | 7,170 | |
| | <u>219,780</u> | <u>121,530</u> | |

| Creditors | | 31 Dec 2017 | 30 Sept 2017 | 31 Mar 2017 |
|--|--------------------------------|------------------------|-------------------------|------------------------|
| | | £'000 | £'000 | £'000 |
| Individuals, Companies and Organisations who we owe money to. | Central government bodies | 283,400 | 215,254 | 29,330 |
| | Other local authorities | 4,561 | 8,115 | 8,871 |
| Overall our creditors have increased by £30m, mainly within the Central Government category. | Other entities and individuals | 49,155 | 85,205 | 61,174 |
| | Accruals | 72 | 69 | 40,292 |
| | Receipts in advance | 13,680 | 11,823 | 14,487 |
| | | <u>350,867</u> | <u>320,466</u> | <u>154,154</u> |

Significant movements

Central Government shows the biggest movement of £68m, this relates to government grants including the DSG which are finalised as part of the year end process. Other entities are showing a reduced position.

Capital expenditure: Table 13.1

| | Forecast (under)/ over spend for year | Spent to date vs Budget | | This year's fig (£m) | | |
|----------------------------|---|----------------------------|--------------|------------------------|------------------|------------------|
| | | This year | Last year | Projection for year | Annual budget | Spent to date |
| | | | | | | |
| A = D - E | B = F/E | C | D | E | F | |
| Housing Revenue Account | (22.7) | 24% | 51% | 32.7 | 55.3 | 13.3 |
| Corporate | (6.4) | 13% | 0% | 3.9 | 10.4 | 1.4 |
| Children's Services | (2.4) | 56% | 64% | 23.7 | 26.1 | 14.7 |
| Place | (15.4) | 64% | 37% | 70.6 | 86.0 | 55.3 |
| Health, Adult, Communities | (1.9) | 30% | 3% | 1.4 | 3.3 | 1.0 |
| Resources | (0.4) | 24% | n/a | - | 0.4 | 0.1 |
| Total | (49.2) | 47% | 47% | 132.3 | 181.5 | 85.7 |

We've spent 47% of budget, compared to 47% at the same stage last year we generally spend more later on in the financial year. We still however project a slippage of £49m, which will be spent in future years rather than the current year. Below is detail of projected variances.

| | (Under)/ overspend £m | |
|---|-----------------------------|--|
| Housing Capital Programme | (16.7) | The forecast slippage of £16.7m is explained by: <ul style="list-style-type: none"> • £12.1m reduction in estimated spend on Decent Homes backlog and 38 of the Better Neighbourhood blocks due to changes in scope • £3.2m delays in Mechanical & Electrical works caused by issues with planning and DES options. • £1.6m slippage on other projects over programmed. • This is offset by urgent Fire Safety works where there is a £0.24m overspend against the originally proposed budget. |
| Corporate Budget Provision for Infrastructure Delivery | (6.4) | This relates to budget provision for allocations made under the Infrastructure Delivery Framework (IDF) Process. Amounts will be moved to Directorates as allocations are approved, and spend projections will be added accordingly. Any unallocated amounts in the current year will be rolled forward to future years. |
| Establish a Housing Wholly-Owned Company | (6.0) | This represents the Council's equity investment in the housing company. It is likely to be advanced in 2018/19 rather than the current year. |
| Purchase of properties for use as temporary accommodation | 2.6 | This scheme has been accelerated with the purchase of temporary accommodation occurred earlier than is reflected in the profiled budget |

| | | |
|---|-------|---|
| Establish a Housing Community Benefit Society | (2.5) | This represents the S106 resources allocated for use by the Community Benefit Society as funding for the purchase and development of affordable accommodation. It is likely to be advanced in 2018/19 rather than this year. |
| Parks | (2.5) | Slippage relates to Bartlett Park Landscape Improvement Project, which has been delayed due to procurement issues. |
| Blackwall Reach | (2.2) | Funds will be used in 2018-19, as there are no buybacks taking place this year. |
| TfL Schemes | (2.2) | Schemes have been reduced in line with the resources available. TfL have recently written explaining the issues that have impacted on their budget and their ability to fund the 2018-19 LIP funded projects and its effect on the 2017-18 LIP allocations. TfL have offered to agree to formally transferring some of the 2017-18 LIP allocations into 2018-19. This is still under discussion. In addition, the Quietways schemes have had funding withdrawn and some of these will not now proceed. The scope of works and the programme has been reviewed in light of this and other issues regarding staff/contractor resource availability. |



Capital receipts from sale of Housing and General Fund assets**Capital receipts: Table 13.2**

| | This year |
|--|--------------|
| | £m |
| Dwellings sold under Right to Buy (RTB) | |
| Receipts from RTB sales (107 properties) | 20.6 |
| Less: poolable amount paid to DCLG | (1.3) |
| Sale of other HRA assets | |
| Preserved Right to Buy receipts | 2.5 |
| 43 Saltwell Street | 0.02 |
| Sale of General Fund assets | |
| 255-279 Cambridge Heath Rd (LEB building) | 30.2 |
| Total | 52.0 |

Receipts shown gross before costs of sale are deducted

Retained Right to Buy receipts must be set aside to meet targets on housing provision as set out in regulations governing the pooling of housing capital receipts, so they must be ring-fenced for this purpose and are not available for general allocation.

MTFS Savings Tracker 2017-20 as at 31 December 2017 - Summary

| Directorate | 2017-18 | | | | 2018-19 | | | | 2019-20 | | | | |
|-----------------------------------|---------------------------|--------------------------------|------------------------------|---------------------------------|--|---------------------------------------|------------------------------|---------------------------------|--|---------------------------------------|------------------------------|---------------------------------|--|
| | Savings target * £'000 | Delivered / cached £'000 | Forecast savings £'000 | Variance - Slippage £'000 | Variance - Under / (over) delivery £'000 | Revised Savings target £'000 | Forecast savings £'000 | Variance - Slippage £'000 | Variance - Under / (over) delivery £'000 | Revised Savings target £'000 | Forecast savings £'000 | Variance - Slippage £'000 | Variance - Under / (over) delivery £'000 |
| Health, Adults & Community | 7,030 | 3,594 | 5,500 | 813 | 717 | 3,546 | 3,567 | - | - | 2,652 | 2,652 | - | - |
| Children's Services | 3,201 | 110 | 2,536 | 326 | 339 | 2,630 | 2,380 | 250 | - | 3,252 | 3,002 | 250 | - |
| Place | 2,648 | 68 | 1,498 | 750 | 400 | 1,530 | 1,179 | 351 | - | 2,827 | 2,827 | - | - |
| Governance | 759 | 79 | 129 | 630 | - | 630 | 530 | - | 100 | - | - | - | - |
| Resources | 2,293 | 1,253 | 1,458 | 835 | - | 2,910 | 2,620 | - | 290 | 525 | 525 | - | - |
| All | 10,169 | 4,575 | 12,036 | 1,650 | (3,517) | 9,219 | 9,190 | - | 29 | 7,119 | 7,119 | - | - |
| Total | 26,100 | 9,679 | 23,157 | 5,004 | (2,061) | 20,465 | 19,466 | 601 | 398 | 16,375 | 16,125 | 250 | - |
| Savings Achievement Status | | | | | | | | | | | | | |
| Savings Delivered / On Target | 15,437 | 8,924 | 18,850 | 104 | (3,517) | 8,674 | 8,445 | 250 | (21) | 10,146 | 9,896 | 250 | - |
| Savings Slipping but Achievable | 9,407 | 755 | 4,307 | 4,900 | 200 | 11,791 | 11,021 | 351 | 419 | 6,229 | 6,229 | - | - |
| Not Deliverable / Not Achievable | 1,256 | - | - | - | 1,256 | - | - | - | - | - | - | - | - |
| Total | 26,100 | 9,679 | 23,157 | 5,004 | (2,061) | 20,465 | 19,466 | 601 | 398 | 16,375 | 16,125 | 250 | - |

* Total savings £26.1m; Approved 2017-18 savings £20.396m & Historic savings carried forward £5.704m

| Reference | Description | Directorate | Savings Achievement Status | 2017-18 | | | | 2017-19 | | | | 2018-20 | | | | | |
|---------------|---|----------------------------|-------------------------------|-------------------------|------------------|---------------------|------------------------------------|------------------|--|-----------------------------|------------------------------------|------------------|------------------------|-----------------------------|------------------------------------|-------|-------|
| | | | | Savings target / cashed | Forecast savings | Variance - Slippage | Variance - Under / (over) delivery | Forecast savings | Revised Savings target | Slippage from previous year | Variance - Under / (over) delivery | Forecast savings | Revised Savings target | Slippage from previous year | Variance - Under / (over) delivery | | |
| | | | | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| ADU001/17-18 | Social Care Services for Older People | Health, Adults & Community | Savings Delivered / On Target | 200 | 165 | 200 | - | Green | 1. Efficiencies have been achieved through reprocurements. | 200 | 300 | - | 500 | 500 | - | | |
| ADU002/17-18 | Community Equipment Service | Health, Adults & Community | Savings Delivered / On Target | 179 | 23 | 91 | 88 | Green | 1. Catalogue has been reviewed to reduce high cost special orders. | 179 | 88 | 88 | 308 | 308 | - | | |
| ADU004/17-18 | Reshaping Reablement Services | Health, Adults & Community | Savings Delivered / On Target | 64 | - | 64 | - | Green | 1. On track to be delivered. | 64 | 467 | - | 319 | 319 | - | | |
| ADU005/17-18 | Workforce Efficiencies in Adults Social Care | Health, Adults & Community | Savings Delivered / On Target | 220 | 220 | 220 | - | Green | 1. Substitute funding was secured through the Improved Better Care Fund. | 220 | 220 | - | - | - | - | | |
| ADU006/17-18 | Substance Misuse | Health, Adults & Community | Savings Delivered / On Target | 950 | 950 | 950 | - | Green | 1. Savings have been achieved. | 950 | 50 | - | - | - | - | | |
| ADU008/17-18 | Day Opportunities Provision | Health, Adults & Community | Savings Delivered / On Target | 50 | - | 50 | - | Green | 1. Savings will be achieved through reprocurements as part of the Ageing Well Strategy. | 50 | 310 | - | 140 | 140 | - | | |
| ADU009/17-18 | Public Health - 0-19 Public Health Programme Savings | Health, Adults & Community | Savings Delivered / On Target | - | - | - | - | - | 1. Future year savings. 2. School health will be the main saving in 2018-19 and health visitors the main saving in 2019-20. | 409 | 409 | - | 311 | 311 | - | | |
| ADU010/17-18 | Public Health- Adult Weight Management | Health, Adults & Community | Savings Delivered / On Target | 48 | 8 | 40 | 40 | Green | 1. Fit4Life Groups contract ends 28/2/18. 2. £96k full year saving in 2018-19. £8k over-achievement in savings. | 48 | 88 | 88 | - | - | - | | |
| ADU011/17-18 | Public Health- Community Development Programme | Health, Adults & Community | Savings Delivered / On Target | 205 | 205 | 205 | - | Green | 1. £490k one off saving in 2017-18 due to gap in service provision between contracts. New reprocurements will achieve £255k ongoing saving from 2018-19. | 205 | 50 | - | - | - | - | | |
| ADU012/17-18 | Public Health - Primary Care Prevention Programme | Health, Adults & Community | Savings Delivered / On Target | 62 | 70 | 100 | (38) | Green | 1. Smoking cessation services will achieve £140k one-off saving in 2017-18, after new procurement ongoing saving will be £100k from 2018-19. 2. 2017-18 target has been over-achieved by £38k due to savings being achieved quicker than originally planned. Total over-achievement for the 2017-19 period will be £8k. | 62 | (38) | (38) | - | - | - | | |
| ADU013/17-18 | Public Health - Sexual Health Services | Health, Adults & Community | Savings Delivered / On Target | 267 | 82 | 246 | 21 | Green | 1. Service confirmed that savings have been realised. | 267 | 179 | 179 | 100 | 100 | - | | |
| ADU014/17-18 | Public Health - Specialist Smoking Programme | Health, Adults & Community | Savings Delivered / On Target | 96 | 64 | 103 | (7) | Green | 1. Reproachment has achieved 8 months savings in 2017-18. The full year effect saving in 2018-19 will be £155k. 2. 2017-18 target has been over-achieved by £7k due to savings being achieved quicker than originally planned. Total over-achievement for the 2017-19 period will be £5k. | 96 | 47 | 47 | - | - | - | | |
| ADU006/16-17 | Charging for community Social Care services | Health, Adults & Community | Savings Delivered / On Target | 540 | 350 | 540 | - | Green | 1. Charging took effect from 2/10/17. Charges of £614k raised to end of November. Net savings in 2017-18 are reduced by cost of project initiation. | 540 | - | - | - | - | - | | |
| ADU008/16-17 | Improving focus on reablement for social care users | Health, Adults & Community | Savings Delivered / On Target | 322 | 262 | 322 | - | Green | Risk from continuing discussions with TH CCG. | 322 | - | - | - | - | - | | |
| ADU012/16-17 | Working with the NHS to deliver jointly funded care packages | Health, Adults & Community | Savings Delivered / On Target | 1,000 | 1,000 | 1,000 | - | Amber | 1. Savings have been achieved. | 1,000 | - | - | - | - | - | | |
| CLC003a/17-18 | Service Redesign - Safer Communities | Health, Adults & Community | Savings Delivered / On Target | 448 | 448 | 448 | - | Green | 1. Savings have been achieved. | 448 | - | - | 255 | 255 | - | | |
| CHI002/17-18 | Better support for families through early help, and reduction in social care demand | Children's Services | Savings Delivered / On Target | - | - | - | - | - | 1. 2019/20 project, further work to be done - no significant risk at this stage. | - | - | - | - | - | - | | |
| CHI004/17-18 | Integrating Employment Services for Young People | Children's Services | Savings Delivered / On Target | - | - | - | - | - | 1. 2019/20 project, further work to be done - no significant risk at this stage. | - | - | - | - | - | - | | |
| CHI006/17-18 | Regional Adoption Agency | Children's Services | Savings Delivered / On Target | - | - | - | - | - | 1. 2019/20 project, further work to be done - no significant risk at this stage. 2. Slow progress is being made regionally to create the agency - this could have impact on the deliverability of this target. 3. There is a risk that saving will not be delivered and may need to be written off | - | - | - | - | - | - | | |
| CHI005/16-17 | Directorate support services- more efficient working | Children's Services | Savings Delivered / On Target | 160 | - | 160 | - | Amber | 1. This is incorporated into the corporate business support review. | 160 | - | - | - | - | - | | |
| CHI006/16-17 | Review of Child and Adolescent Mental Health services (CAMHS) | Children's Services | Savings Delivered / On Target | 50 | 50 | 50 | - | Green | Savings achieved. Service is reporting an underspend on 17/18 budget | 50 | - | - | - | - | - | | |
| CLC035/15-16 | Review of Arts Parks & Events Team | Children's Services | Savings Delivered / On Target | 110 | 110 | 110 | - | Green | 1. Saving Achieved | 110 | - | - | - | - | - | | |
| ESCW034/16-17 | Directorate administration review | Children's Services | Savings Delivered / On Target | 317 | - | 317 | - | Amber | 1. This is incorporated into the corporate business support review. | 317 | - | - | - | - | - | | |
| CLC001/17-18 | Waste Management Contract Efficiencies | Place | Savings Delivered / On Target | 1,030 | 1,030 | 1,030 | - | Green | 1. Savings target for 2017/18 delivered through the extension of the Recycling and Collection contracts. | 1,030 | 208 | 208 | 1,800 | 1,800 | - | | |
| CLC003b/17-18 | Service Redesign - Safer Communities | Place | Savings Delivered / On Target | 400 | 400 | 400 | - | Green | 1. Target for 2017/18 will be delivered through vacancy management. 2. This is a one-off saving for 2017/18 only with budget returned in 2018/19 onwards. | 400 | - | - | - | - | - | | |
| CLC004/17-18 | Smarter Working - Parking, Mobility & Transport Services Efficiencies | Place | Savings Delivered / On Target | - | - | - | - | - | 1. The target is for 2018/19 - no risks to delivering this at this stage. | 300 | 300 | 300 | - | - | - | | |
| D&R001/17-18 | Responding to Competition in Planning | Place | Savings Delivered / On Target | 68 | 68 | 68 | - | Green | 1. Achieved | 68 | 72 | 72 | 76 | 76 | - | | |
| D&R002/17-18 | Maximising use of technology in Housing Options Service | Place | Savings Delivered / On Target | - | - | - | - | - | 1. This is a 2019/20 saving - no risks flagged at this stage. | - | - | - | - | - | - | | |
| D&R003/17-18 | Purchase of Private Sector Units within the General Fund for use as Temporary Accommodation | Place | Savings Delivered / On Target | - | - | - | - | - | 1. The target is for 2018/19 - no risks to delivering this at this stage. | 200 | 200 | 200 | 300 | 300 | - | | |

| Reference | Description | Directorate | Savings Achievement Status | 2017-18 | | | | 2018-19 | | | | 2019-20 | | | | | | |
|--|---|----------------------------|---------------------------------|-------------------------|------------------|---------------------|--------------------------------|--|------------------|------------------------|-----------------------------|---------------------|--------------------------------|------------------|------------------------|-----------------------------|---------------------|--------------------------------|
| | | | | Savings target / cashed | Forecast savings | Variance - Slippage | Variance - Under/over delivery | Status update | Forecast savings | Revised Savings target | Slippage from previous year | Variance - Slippage | Variance - Under/over delivery | Forecast savings | Revised Savings target | Slippage from previous year | Variance - Slippage | Variance - Under/over delivery |
| | | | | £'000 | £'000 | £'000 | £'000 | | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | |
| LP001/15-16 | Staffing and associated efficiencies | Governance | Savings Delivered / On Target | 79 | 79 | - | - | 1. Savings achieved | - | - | - | - | - | - | - | - | - | |
| RES002/17-18 | Benefits Service Admin Savings | Resources | Savings Delivered / On Target | 450 | 450 | - | - | 1. Savings achieved through contract efficiencies and other spend reductions | 525 | 525 | - | 525 | 525 | - | - | - | - | |
| RES004/17-18 | Fund DHP through the Tackling Poverty Fund | Resources | Savings Delivered / On Target | 725 | 725 | - | - | 1. Savings achieved through budget reduction. Commitment in tackling poverty is being funded by the Mayors Tackling Poverty Fund. | - | - | - | - | - | - | - | - | - | |
| RES028/15-16 | More efficient working across Central Service (HR) and Payroll | Resources | Savings Delivered / On Target | 78 | 78 | - | - | 1. Delivered | - | - | - | - | - | - | - | - | - | |
| ALL002/17-18 | Fees & Charges | All | Savings Delivered / On Target | 919 | 919 | - | - | 1. Achieved | 419 | 419 | - | 419 | 419 | - | - | - | - | |
| ALL003/17-18 | Debt Management & Income Optimisation | All | Savings Delivered / On Target | 3,000 | 4,650 | (1,650) | Green | 2. £500k achieved through additional parking income - refer to monthly budget monitoring report 3. £419k was due from additional income through increased fees and charges 1. The £3m target for 2017/18 is on target for delivery. 2. Primarily through BR and CT debt review and recovery. 3. Additional savings in 2017/18 - from one off write off of historic credits | 3,000 | 3,000 | - | 3,000 | 3,000 | - | - | - | - | |
| ALL007/17-18 | Corporate Management Review | All | Savings Delivered / On Target | 500 | 500 | - | Green | 1. Restructure completed and implemented January 2017. 2. A number of senior posts deleted - thus savings Achieved | - | - | - | - | - | - | - | - | - | |
| ALL008/17-18 | Treasury Management Efficiencies | All | Savings Delivered / On Target | 1,500 | 2,060 | (1,867) | Green | 1. Target for 2017/18 delivered through treasury activities (reduction in corporate annual pension deficit contribution payments and early payment of pension fund liabilities to realise a discount & investment income) 1. Future year saving | 500 | 500 | - | 500 | 500 | - | - | - | - | |
| ALL009/17-18 | Consolidation of Business Support and Administration Functions | All | Savings Delivered / On Target | - | - | - | - | 1. Future year saving | 1,000 | 1,000 | - | 1,000 | 1,000 | - | - | - | - | |
| ALL010/17-18 | ICT Centralisation | All | Savings Delivered / On Target | - | - | - | - | 1. Future year saving | - | - | - | - | - | - | - | - | - | |
| RES003/17-18 | Revise Local Council Tax Reduction Scheme | All | Savings Delivered / On Target | 1,400 | 1,200 | 1,400 | Green | 1. Savings achieved through additional CT income | - | - | - | - | - | - | - | - | - | |
| Savings Delivered / On Target | | | | 15,437 | 18,850 | 104 | (3,517) | | 8,924 | 18,850 | 104 | 8,674 | 8,445 | 250 | (21) | 250 | (21) | |
| Savings Slipping but Achievable | | | | | | | | | | | | | | | | | | |
| ADU003/17-18 | Helping People with Learning Disability live Independently | Health, Adults & Community | Savings Slipping but Achievable | 736 | 414 | 184 | Amber | 1. Project will achieve full savings over the three year MTF period, through reviews of out of borough placements, price negotiation with providers, and review of care packages in line with Care Act eligibility levels. 1. Recruitments will occur to achieve savings in 2018-19. | 552 | 552 | 184 | 766 | 766 | 619 | 619 | - | - | - |
| ADU007/17-18 | Improving Employment Support for Adults with Disabilities | Health, Adults & Community | Savings Slipping but Achievable | 164 | - | 164 | Amber | 1. Mayfield House day centre was closed on 30/11/17. 2. Part year effect of saving achieved in 2017-18. Full year effect will achieve full target in 2018-19. | - | - | 164 | 219 | 219 | 100 | 100 | - | - | - |
| ADU001/16-17 | Review of Day Services for Older People | Health, Adults & Community | Savings Slipping but Achievable | 241 | 20 | 161 | Green | 1. Final restructure (sight and hearing) taking effect in January 2018. | 80 | 80 | 161 | 161 | 161 | - | - | - | - | - |
| ADU007/16-17 | Sharing Services with NHS Partners | Health, Adults & Community | Savings Slipping but Achievable | 521 | 321 | 200 | Green | 1. Restructure now in place but was delayed - implemented Oct 2017. 2. Slippage of £400k due to delay - majority of which will be covered through vacancy management | 321 | 321 | 200 | 200 | 200 | - | - | - | - | - |
| ADU001/17-18 | Youth Service Transformation | Children's Services | Savings Slipping but Achievable | 1,800 | 1,760 | 40 | Amber | 1. Project not yet started - will slip into 2018/19 2. No mitigation in place yet - reflected in 2017/18 budget monitoring, service is reporting an overspend. | 40 | 40 | 40 | 40 | 40 | - | - | - | - | - |
| CHI003/17-18 | Increasing the involvement of partners in Early Years services | Children's Services | Savings Slipping but Achievable | 125 | - | 125 | Amber | 1. There is still concerns about whether the savings are achievable in the business case. 2. The service is currently forecasting an overspend and services are likely to be reviewed. | - | - | 125 | 1,329 | 1,329 | 1,079 | 1,079 | - | - | - |
| CHI005/17-18 | Better targeting of services for children with special educational need and disabilities (SEND) | Children's Services | Savings Slipping but Achievable | 100 | 100 | - | Amber | 1. Project slippage into 2018/19 when the substantial savings are due 2. Current year slippage of £40k is being managed through vacancy management. | 100 | 100 | 40 | 400 | 400 | 740 | 740 | - | - | - |
| CLC002/17-18 | Income Optimisation Opportunities | Children's Services | Savings Slipping but Achievable | 40 | - | 40 | Amber | 1. The year 2 GLL contract savings will not be achieved as the contract has been renegotiated without making savings. £21k income generation for the Urban Duke of Edinburgh awards will be deferred to year 2. The project is assessed as amber as although the savings variance for this year is minimal, there is a potential £250k savings variance for the overall project. An exception report has been developed with the project sponsor for submission to the Smarter Service Design Board and is tabled for discussion at CLT on 9th August. | - | - | 40 | 340 | 340 | 40 | 40 | - | - | - |
| CLC005/17-18 | Culture, Learning & Leisure Service Efficiencies | Children's Services | Savings Slipping but Achievable | 160 | 139 | 21 | Amber | 1. Discussions have been undertaken with LB Hackney on agreeing an SLA. However, the proposal needs to be reviewed in terms of feasibility and increased costs which will reduce/ have an impact on the savings to be delivered. 2. In year mitigation through vacancy management across the division | 160 | 160 | 21 | 271 | 271 | - | - | - | - | - |
| CLC005/16-17 | Alternative Service Delivery Model for Animal Warden Service | Place | Savings Slipping but Achievable | 160 | - | 160 | Amber | 1. This is a speculative savings based on income potential earning opportunities from fibre optics. The latest consultant's report identified that potential income of £200k could be achieved in the future, however the current market shows that generating a constant income stream is unlikely. 2. Cabinet on the 27 June 2017 approved the Public Wifi for All programme. The investment of £1.5m is now subject to wider review of CCTV installation and management to determine if it drives additional costs. | - | - | 160 | 160 | 160 | - | - | - | - | - |
| CLC006/16-17 | Income Generation Opportunity from CCTV Network | Place | Savings Slipping but Achievable | 200 | - | 200 | Red | | - | - | - | - | - | - | - | - | - | |

| Reference | Description | Directorate | Savings Achievement Status | 2017-18 | | | | 2018-19 | | | | 2019-20 | | | | | |
|--|--|-------------|---------------------------------|-------------------------|------------------|---------------------|------------------------------------|---------------|--|------------------------|------------------|---------------------|------------------------------------|----------------|------------------------|------------------|---------------------|
| | | | | Savings target / cashed | Forecast savings | Variance - Slippage | Variance - Under / (over) delivery | Status update | Savings target | Revised Savings target | Forecast savings | Variance - Slippage | Variance - Under / (over) delivery | Savings target | Revised Savings target | Forecast savings | Variance - Slippage |
| | | | | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| CLC007/16-17 | Review of Enforcement Function- More Generic Working | Place | Savings Slipping but Achievable | 451 | | 451 | - | Amber | 1. Savings being reviewed as part of a wider review of Enforcement, including the development of the Neighbourhood Model pilot. The pilot will be introduced through a phased implementation in 2018/19 and 2019/20. This will provide a menu of costed levels of service and outcomes for consideration. 2. The re-phased savings sums are £100k in 2018/19 and £351k in 2019/20 but will require further validation following the review in 2018/19. | | | | | | | | |
| CLC008/16-17 | School Crossing Patrols to be delivered by Schools | Place | Savings Slipping but Achievable | 89 | | 89 | - | Amber | 1. This savings opportunity is not considered achievable as set out in the MIFS. Sending notification to schools that currently have the service to establish service level agreement to fund the cost of the School Crossing Patrol service is not considered tenable given the pressure schools budgets are under. This savings will be covered off from one off funding streams available in 2017/18. 2. Alternative options are being considered for Schools to fund the service from 2019/20. | | | | | | | | |
| D&R008/16-17 | Generating more income from council assets | Place | Savings Slipping but Achievable | 50 | | 50 | - | Amber | 1. The council is currently looking into ways of generating income from its assets such as the borough Wifi initiative. This savings is subject to the wider council legal challenge on Wifi, therefore the savings will not be realised in 2017-18. | | | | | | | | |
| ALL005/17-18 | Consolidation of Strategy, Policy & Performance Functions | Governance | Savings Slipping but Achievable | 600 | 50 | 550 | - | Amber | 1. Restructure underway but delayed and unlikely to be in place until March, possibly April. Slippage will need to be covered corporately. 2. Full savings expected from 2018/19. | | | | | | | | |
| LPG002/15-16 | Implementation of Registration Service new business model | Governance | Savings Slipping but Achievable | 80 | | 80 | - | Amber | 1. The new registrars service model was implemented towards the end of 2015/16. However additional income that needed to be generated through some increases in existing fees and new charges introduced as part of the new model has not materialised and the service is currently reviewing options to mitigate. 2. Mitigation - additional increases and new charges being put forward as part of fees and charges report - potential additional income expected from 2018/19 to help cover slippage. 3. Also - service efficiencies are being considered that will reduce costs next year. | | | | | | | | |
| RES001a/17-18 | Human Resources | Resources | Savings Slipping but Achievable | 250 | 160 | 90 | - | Amber | 1. Slippage to be covered corporately, through early delivery of treasury savings | | | | | | | | |
| RES005/17-18 | Review and Revise Risk Management Service | Resources | Savings Slipping but Achievable | 90 | 45 | 45 | - | Amber | 1. Savings achievable but changes to structure implemented part way through the year - thus savings will slip into 2018/19 | | | | | | | | |
| RES004/17-18 | Centralisation of Finance | Resources | Savings Slipping but Achievable | 700 | | 700 | - | Amber | 1. Restructure delayed, unlikely to be implemented until April 2018. Slippage to be covered through early delivery of treasury savings | | | | | | | | |
| RES001b/17-18 | Human Resources | All | Savings Slipping but Achievable | 1,500 | 1,000 | 500 | - | Amber | 1. Savings expected through reduced agency use 2. Savings realised being reviewed | | | | | | | | |
| RES006/17-18 | Functional Consolidation of Procurement | All | Savings Slipping but Achievable | 250 | | 250 | - | Amber | 1. Part of the business support review which is progressing but unlikely to be implemented until 2018/19 - Slippage to be covered corporately | | | | | | | | |
| ALL001/17-18 | Review of Printing/ Scanning/ Use of Multi-Functional Devices (MFDs) | All | Savings Slipping but Achievable | 500 | 200 | 300 | - | Amber | | | | | | | | | |
| ALL006/17-18 | Local Presence / Contact Centre Review | All | Savings Slipping but Achievable | 600 | | 600 | - | Amber | 1. Work is progressing on the first phases of both the Local Presence (LP) and the Contact Centre Review (CCR) programmes and it is anticipated that (a) reconfiguration building work on the first LP location (ISWM) will commence in March (b) first phase of THCC integration (Revenues & Benefits) will be completed during Q4. These first phase projects should enable limited savings in Q4 with the bulk of the associated savings following in Q1/2 of 2018/19. Work is also underway to plan the full rollout of both LP and CCR review projects through 2018/19 with associated savings. | | | | | | | | |
| Savings Slipping but Achievable | | | | 9,407 | 755 | 4,307 | 4,900 | 200 | | | | | | | | | |

| Reference | Description | Directorate | Savings Achievement Status | 2017-18 | | | | 2018-19 | | | | 2019-20 | | | | | |
|---|---|----------------------------|----------------------------------|-------------------------|------------------|---------------------|------------------------------------|--|----------------|------------------------|------------------|---------------------|------------------------------------|----------------|------------------------|------------------|---------------------|
| | | | | Savings target / cashed | Forecast savings | Variance - Slippage | Variance - Under / (over) delivery | Status update | Savings target | Revised Savings target | Forecast savings | Variance - Slippage | Variance - Under / (over) delivery | Savings target | Revised Savings target | Forecast savings | Variance - Slippage |
| | | | | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| ESCW | One-offs to carry forward | Health, Adults & Community | Not Deliverable / Not Achievable | 593 | | 593 | Red | 1. Not deliverable. Request as part of 2018-19 budget setting to cancel this saving. | | | | | | | | | |
| ESCW063/15-16 | Additional restructure Adults OOH. To be linked to 3 other service challenges - ESCW17, 65 & 66 | Health, Adults & Community | Not Deliverable / Not Achievable | 62 | | 62 | Red | 1. Not deliverable. Request as part of 2018-19 budget setting to cancel this saving. | | | | | | | | | |
| ESCW065/15-16 | Additional restructure Adults OOH. To be linked to 3 other service challenges - ESCW17, 65 & 66 | Health, Adults & Community | Not Deliverable / Not Achievable | 62 | | 62 | Red | 1. Not deliverable. Request as part of 2018-19 budget setting to cancel this saving. | | | | | | | | | |
| CHI003/16-17 | Undergraduate & PGCE bursaries | Children's Services | Not Deliverable / Not Achievable | 33 | | 33 | Red | 1. Not deliverable. Request as part of 2018-19 budget setting to cancel this saving. | | | | | | | | | |
| CSF 4 (2012) | Consolidation of information systems- Single View of a Child | Children's Services | Not Deliverable / Not Achievable | 255 | | 255 | Red | 1. Not deliverable. Request as part of 2018-19 budget setting to cancel this saving. | | | | | | | | | |
| ESCW066/15-16 | Extension of day service to incorporate out of hours work. To be linked to 3 other service challenges - ESCW17, 63 & 65 | Children's Services | Not Deliverable / Not Achievable | 51 | | 51 | Red | 1. Not deliverable. Request as part of 2018-19 budget setting to cancel this saving. | | | | | | | | | |
| Not Deliverable / Not Achievable | | | | 593 | | 62 | | | | | | | | | | | |

| Reference | Description | Directorate | Savings Achievement Status | 2017-18 | | | | | 2018-19 | | | | | 2019-20 | | | | | | |
|--------------|---------------------------|-------------|----------------------------------|-------------------------|------------------|---------------------|------------------------------------|------------------|---------------------|------------------------------------|---------------|------------------|---------------------|------------------------------------|----------------|-----------------------------|------------------------|------------------|---------------------|------------------------------------|
| | | | | Savings target / cashed | Forecast savings | Variance - Slippage | Variance - Under / (over) delivery | Forecast savings | Variance - Slippage | Variance - Under / (over) delivery | Status update | Forecast savings | Variance - Slippage | Variance - Under / (over) delivery | Savings target | Slippage from previous year | Revised Savings target | Forecast savings | Variance - Slippage | Variance - Under / (over) delivery |
| | | | | £'000 | £'000 | £'000 | £'000 | | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | | |
| CLC | One-offs to carry forward | Place | Not Deliverable / Not Achievable | 200 | | | 200 | Red | | | | | | | | | | | | |
| | | | | 1,256 | | | 1,256 | | | | | | | | | | | | | |
| Total | | | | 26,100 | 9,679 | 23,157 | 5,004 | (2,061) | | 15,461 | 5,004 | 20,465 | 19,466 | 601 | 398 | 15,774 | 601 | 16,375 | 16,125 | 250 |

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| Ref No. | Growth Bids Description | Directorate | Strategic Priority Area | Revenue | | | | Capital | | | | HRA | | | |
|---------------------------------------|--|------------------------------|---|--------------|--------------|--------------|------------|--------------|--------------|------------|--------------|------------|------------|-------|-------|
| | | | | Ongoing | | One Off | | Capital | | HRA | | | | | |
| | | | | 2017-18 £000 | 2018-19 £000 | 2019-20 £000 | TOTAL £000 | 2017-18 £000 | 2018-19 £000 | | 2019-20 £000 | | TOTAL £000 | | |
| MGRO ADU 1-17 | Implementation of the Ethical Care Charter | Health, Adults and Community | 1.4 More people living healthily and independently for longer | 1,413 | - | - | - | - | - | - | - | - | - | - | - |
| Health, Adults and Communities | | | | 1,413 | - | - | - | - | - | - | - | - | - | - | - |
| MGRO ADU 2-17 | Continuing to provide universal free school meals | Health, Adults and Community | 1.4 More people living healthily and independently for longer | - | - | 2,000 | 2,000 | 6,000 | - | - | - | - | - | - | - |
| MGRO CHI 1-17 | Supporting our Care Leavers to find work opportunities through employment initiatives | Children's Services | 1.3 Young people realising their potential | 472 | - | - | - | - | - | - | - | - | - | - | - |
| MGRO CHI 2-17 | Children's Centre commissioning of voluntary and community sector (VCS) organisations | Children's Services | 1.3 Young people realising their potential | - | - | 120 | 120 | 360 | - | - | - | - | - | - | - |
| MGRO CLC 5-17 | Provision of four new outdoor gyms to improve health outcomes to all parts of the community | Children's Services | 1.4 More people living healthily and independently for longer | 90 | - | - | - | - | 17 | 173 | 10 | 200 | - | - | - |
| Children's Services | | | | 562 | - | - | - | 6,360 | 17 | 173 | 10 | 200 | - | - | - |
| MGRO D&R 1-17 | Creating community hubs and regularising the usage of community buildings to provide high quality, low cost space for community groups | Place | 1.5 Reducing inequality and embracing diversity | - | - | 60 | 60 | 1,200 | 855 | 1,180 | 950 | 2,985 | - | - | - |
| MGRO D&R 2-17 | Enhancing services to support people in overcoming the barriers to accessing skills and toward employment | Place | 1.5 Reducing inequality and embracing diversity | - | - | 185 | 185 | 555 | - | - | - | - | - | - | - |
| MGRO D&R 3-17 | Introducing new off-street parking arrangements in our housing estates due to changes in national legislation | Place | 2.1 An improved local environment | - | - | 90 | (10) | (80) | 200 | 500 | 1,300 | 2,000 | (350) | (300) | (900) |
| MGRO D&R 4-17 | Supporting young people realise their potential through the Mayor's Apprenticeship Fund | Place | 1.3 Young people realising their potential | - | - | 228 | 214 | 611 | - | - | - | - | - | - | - |
| MGRO D&R 5-17 | Supporting residents aged 50 and above through training and support to help them access employment opportunities | Place | 1.2 More residents in good-quality, well-paid jobs | - | - | 112 | 112 | 336 | - | - | - | - | - | - | - |
| MGRO D&R 6-17 | Helping women to progress from unemployment into health care careers. | Place | 1.2 More residents in good-quality, well-paid jobs | - | - | 692 | 692 | 2,076 | - | - | - | - | - | - | - |
| MGRO D&R 7-17 | Planning Enforcement | Place | 2.1 An improved local environment | 151 | - | - | - | - | - | - | - | - | - | - | - |
| HRA Budget report | HRA funding set aside for ASB Initiatives | Place | 2.3 Less crime and anti-social behaviour | - | - | - | - | - | 886 | 836 | 736 | 2,458 | - | - | - |
| MGRO CLC 1-17 | Investing in public realm to improve the local environment for residents | Place | 2.1 An improved local environment | - | - | - | - | - | 1,000 | 1,000 | 1,000 | 3,000 | - | - | - |
| MGRO CLC 2-17 | Improving the quality of living environment for our residents through re-deployment of enforcement officers | Place | 2.3 Less crime and anti-social behaviour | 150 | - | - | - | - | - | - | - | - | - | - | - |

Progress/Update as at December 2017

Implemented in Sept/Oct 2016 - Full year impact in 2017/18.

Budget Transferred to CHI to deliver the FSM programme. There is a pressure of £0.5m for FSM programme. Forecast is £3.5m of which £2m is funded by the Mayor and £1m from the Public Health grant.

This project has slipped to 2018-19. Service have requested budget to be retained and expenditure will be incurred in 2018-19.

PIF signed for commissioning to commence in January 2018. Expected costs are £27.5k: 2017-18, £110k for 2018-19 and 2019-20.

The sites have been identified for the Gym investment programme. This is currently being reviewed and works will commence following consultation in the 3rd Quarter 2017-18. The forecast for capital is £17k in 2017-18, £173k in 2018-19 and £10k in 2019-20.

The revenue funding of £90k will not be required until 2018-19.

A programme is underway to deliver community hubs investment programme. These works are supported by the asset management and facilities management teams. The capital budget approved as part of the 2017-18 budget process for this programme was £3m, but £15k spend was incurred in 2016-17 therefore £2.985m available budget.

ESOL Hub Coordinator appointed October 2017 to maximise update band completion of ESOL course across all providers - based on successful Hackney model. Related work aims to enhance the level of ESOL provision in the community and provide a clear pathway to specific sectors through vocational training in partnership with local employers. The training is delivered flexibly over 12 weeks including a range of interventions including workshops, 1-2-1 sessions, conversational groups and telephone, email conversations. The training is aimed at Entry 3 and Level 1, as these learners are most likely to benefit from the training and be ready to access further training or work after the course. Applicants who are assessed at a lower level will be referred to alternative programmes with a view to progress to the vocational training.

ESOL training will initially focus on three main sectors: Construction, Health & Social Care and Hospitality, with a view to open up to other sectors depending on the community requirements. courses underway.

The Vocational ESOL programme will train 140 Learners over 2 years with a view to deliver to a further 108 in 2019/20.

Report to be considered at Cabinet in October 2017; this recommends the introduction of Traffic management orders to be implemented on all HRA land as a means of enforcing parking control.

The capital budget approved as part of the 2017-18 budget process for this programme was £3.3m. This has been revised as part of the 2018-19 budget process and £1.3m has been re-profiled to 2020-21.

Successful launch of the Mayor's apprenticeship grant in November 2017; 101 employers approached, 97 apprenticeships created, 6 apprenticeship starts achieved. Website development continues. WorkPath attendance at events (job fairs, International Women's Day). Planned first WorkPath candidate session to increase referrals.

Further recruitment is underway and it is hoped will be resolved by the end of the year. 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 Work Path 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. Outputs to-date:

- 1 x 50+ apprentice started September 2017
- 45 registrations
- 14 secured job outcomes

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. Bart's is the main Women in Health placement provider. Approximately 15 apprenticeships will be created.

Action Plan

Cohort 4 - Recruitment open day- 16/01/17 - assessment and interviews ongoing to recruit 30 trainees

Recruitment and selection process, DBS, NHS OH and TH OH timetables and Xmas period, mean that successful applicants will start ideally 15/01/18.

Cohort 5 - Recruitment open day-22/01/18 - Aiming to recruit 30 trainees and recruitment & selection processes from TH and the NHS means that they are not likely to start until approx. 12/03/18.

Moving forward for 18/19 & 19/20 there will be a recruitment each quarter for 20 trainees starting the recruitment & 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.

Two new posts have been created and recruited to within the Planning Enforcement team. Officers expected to start in post this quarter. In the meantime two agency members of staff are covering the posts.

Consideration is being given to the use of the remaining element of the growth bid in a way that complements the existing functions and resources in the team. The preferred option is to create a new type of enforcement/compliance post focusing on investigative work and evidence collection. This has proved effective in other central London boroughs where there is a busy enforcement caseload, allowing compliance officers to achieve a better balance between investigating new cases and progressing action/resolution of existing. A new job description is being developed and subject to evaluation and necessary HR approvals, we will be in a position to recruit during quarter 2.

A need has been identified to expand services to address a rising number of Anti-Social Behaviour cases on estates. A range of options is being explored, including security, front line staff, a partnership with the police and enhanced legal support and advice. Detailed service arrangements will be agreed with the Mayor and Deputy Mayor and put in place during the next few months. As part of the evaluation process the opportunity for possibly match-funding schemes with the council's partners will be investigated.

In terms of the resources, these are currently earmarked within the HRA Client budget pending the decision on the specific options to be implemented (see the Overview and Scrutiny response). They will be moved to the Delegated budget or THH management fee as necessary when the use is agreed.

This is being incorporated into the Highways programme for investment in the environment. 8 areas have been identified for the capital investment in conjunction with Mayors office, consultation will be carried out in quarter 2 and 3, with implementation commencing in quarter 3 onwards.

The proposal for the Noise element of this ASB funding is being moved towards an Environmental Protection Team with an effective out of hours function. With the piloting of a Neighbourhood model in Weavers, it is proposed that a wider review of Enforcement, including the developing Neighbourhood model, be undertaken in 2018/19 with a phased implementation in 2018/19 and 2019/20. This will allow the pilot to be evaluated and, if agreed, rolled out across the remainder of the borough and also allow the disaggregation of other enforcement activities within the Council to progressed. This will provide a menu of costed levels of service and outcomes for consideration. Running concurrent to this the re-organisation of the Clean and Green team within Public Realm, and the introduction of PSI, will allow more effective contract management of Veolia and the greater use of intelligence on local environmental issues such as littering, fly tipping and graffiti.

| Ref No. | Growth Bids Description | Directorate | Strategic Priority Area | Revenue | | | | Capital | | | | HRA | | | | | | | | | | | | |
|--|---|-------------|---|-----------------|-----------------|-----------------|---------------|-----------------|-----------------|-----------------|---------------|-----------------|-----------------|-----------------|---------------|------------|------------|--------------|---|---|---|---|---|--|
| | | | | Ongoing | | One Off | | Capital | | HRA | | TOTAL | | | | | | | | | | | | |
| | | | | 2017-18 £000 | 2018-19 £000 | 2019-20 £000 | TOTAL £000 | 2017-18 £000 | 2018-19 £000 | 2019-20 £000 | TOTAL £000 | 2017-18 £000 | 2018-19 £000 | 2019-20 £000 | TOTAL £000 | | | | | | | | | |
| MGRO CLC 3-17 | Improving Air quality in Tower Hamlets | Place | 2.1 An improved local environment | - | - | - | - | 50 | 50 | 50 | 100 | 50 | 50 | 50 | 100 | - | - | - | - | - | - | - | - | |
| MGRO CLC 4-17 | Incentivising better waste collection arrangements on housing estates | Place | 2.1 An improved local environment | - | - | - | - | 520 | 520 | 520 | 1,560 | - | - | - | - | - | - | - | - | - | - | - | - | |
| Place | | | | 301 | - | - | 301 | 1,937 | 1,823 | 1,598 | 5,358 | 2,105 | 2,730 | 3,250 | 8,085 | 536 | 486 | 1,558 | | | | | | |
| MGRO RES 1-17 | Providing free Wi-Fi in Tower Hamlets for all | Resources | 1.5 Reducing inequality and embracing diversity | 250 | - | - | 250 | - | - | - | - | 500 | 500 | 500 | 1,000 | - | - | - | - | - | - | - | - | |
| MGRO RES 2-17 | Tackling Poverty Fund - Tackling poverty in Tower Hamlets by creating a Welfare Support Scheme to support residents | Resources | 1.4 More people living healthily and independently for longer | - | - | - | - | 1,667 | 1,667 | 1,666 | 5,000 | - | - | - | - | - | - | - | - | - | - | - | - | |
| Resources | | | | 250 | - | - | 250 | 1,667 | 1,667 | 1,666 | 5,000 | - | 500 | 500 | 1,000 | 536 | 486 | 1,558 | | | | | | |
| Total Mayoral Priority Growth | | | | 2,526 | - | - | 2,526 | 5,724 | 5,610 | 5,384 | 16,718 | 2,122 | 3,403 | 3,760 | 9,285 | 536 | 486 | 1,558 | | | | | | |
| Total Mayoral Priority Growth Bids (All Directorates) | | | | 2,526 | - | - | 2,526 | 5,724 | 5,610 | 5,384 | 16,718 | 2,122 | 3,403 | 3,760 | 9,285 | 536 | 486 | 1,558 | | | | | | |

Progress/Update as at December 2017

This will be developed through the Air Quality Action Plan presented to Cabinet in October. Criteria for the proposed projects include:

- be related to either reducing emissions of, reducing exposure to or increasing awareness of air pollution;
- be directly relevant to actions in our AQAP;
- have a measurable impact; and
- have wider community benefits

A report will be taken to the grant determination panel in January 2018.

The foundation for this key programme to improve recycling, manage waste on estates/blocks and provide greater access to residents, is being progressed and it is intended that a full mapping/inventory of all estates and their waste facilities, including locations, capacity etc is undertaken over the remainder of 2017/18. In addition an experienced officer will be obtained, as fixed term contract, over the 3 year life of the project. This will necessitate the re-profiling of the figures. Discussions are on-going with registered providers (THH, POPLAR HARCA, etc) and a project programme is being developed.

Procurement process to secure a wifi provider completed October 2017. Successful bidder chosen, however, the decision was challenged by one of the unsuccessful bidders. This is being addressed and needs to be resolved before project can proceed. Expect to resolve early in new year. £250k revenue funding committed on preparatory work on the Councils Fibre & Ducting network Concession.

The capital budget approved as part of the 2017-18 budget process for this project was £1.5m. The profile has been revised as part of the 2018-19 budget process and £0.5m has been re-profiled to 2020-21.

The capital element is allocated to fund works necessary to take fibre into social and private housing, businesses and the Council's and other public buildings. Project manager in place. A number of projects underway, details reported/agreed in cabinet in November 2017. Further initiatives being developed. Spend of £1m forecast for 2017-18, leaving £4m to be utilised for initiatives in 2018-19 and 2019-20.

APPENDIX 5 - CAPITAL Q3 2017/18

| Directorate | Latest Budget 2017/18 (£m) | Spend to Q3 2017/18 (£m) | Spend to date as % of annual budget | Projected Spend to 31/3/2018 (£m) | Projected Variance for 2017/18 (£m) | Projected Variance for 2017/18 (%) | 2018/19 Budget (£m) | 2019/20 and Future Years Budget (£m) | Total Future Years Budget (£m) | Spend in previous years for current projects (£m) | Total Budget - All Years (£m) | Total Projection - All Years (£m) |
|--------------------------------|----------------------------|--------------------------|-------------------------------------|-----------------------------------|-------------------------------------|------------------------------------|---------------------|--------------------------------------|--------------------------------|---|-------------------------------|-----------------------------------|
| Health, Adults and Communities | 3.322 | 0.987 | 30% | 1.374 | -1.948 | -59% | 2.550 | 6.749 | 9.299 | 2.453 | 15.074 | 15.074 |
| Children's Services | 26.115 | 14.684 | 56% | 23.727 | -2.388 | -9% | 7.824 | 40.112 | 47.936 | 51.747 | 125.798 | 126.627 |
| Place | 86.001 | 55.264 | 64% | 70.574 | -15.427 | -18% | 27.392 | 103.990 | 131.382 | 22.709 | 240.093 | 240.635 |
| Housing Revenue Account (HRA) | 55.323 | 13.311 | 24% | 32.666 | -22.657 | -41% | 47.162 | 198.662 | 245.824 | 182.072 | 483.219 | 483.219 |
| Resources | 0.367 | 0.087 | 24% | 0.000 | -0.367 | -100% | 0.500 | 1.000 | 1.500 | 0.776 | 2.643 | 2.643 |
| Corporate | 10.359 | 1.369 | 13% | 3.943 | -6.416 | -62% | 9.763 | 95.564 | 105.327 | 1.377 | 117.063 | 117.063 |
| Grand Total | 181.487 | 85.702 | 47% | 132.284 | -49.203 | -27% | 95.192 | 446.077 | 541.269 | 261.134 | 983.890 | 985.261 |

| Directorate | Programme | Current Year | | | | | | Future Years | | | All Years (inc Future and Past) | | | |
|-------------------------|--|----------------------------|--------------------------|-------------------------------------|-----------------------------------|-------------------------------------|------------------------------------|--|---------------------|--------------------------------------|---------------------------------|---|-------------------------------|-----------------------------------|
| | | Latest Budget 2017/18 (£m) | Spend to Q3 2017/18 (£m) | Spend to date as % of annual budget | Projected Spend to 31/3/2018 (£m) | Projected Variance for 2017/18 (£m) | Projected Variance for 2017/18 (%) | Explanations for Projected Variance and for % Spend to Date | 2018/19 Budget (£m) | 2019/20 and Future Years Budget (£m) | Total Future Years Budget (£m) | Spend in previous years for current projects (£m) | Total Budget - All Years (£m) | Total Projection - All Years (£m) |
| Children's | Mayor's Priority - Parks and Open Spaces | 0.017 | 0.000 | 0% | 0.017 | 0.000 | 0% | This project has only just got underway, hence a small amount of budget for 17-18 and no spend to date. | 0.173 | 0.010 | 0.183 | 0.000 | 0.200 | 0.200 |
| Children's | Parks | 3.593 | 0.318 | 9% | 1.109 | -2.484 | -69% | Slippage relates to Bartlett Park Landscape Improvement Project, which has been delayed due to procurement issues. The unspent budget should be re-profiled to future years. | 1.259 | 3.698 | 4.957 | 2.628 | 11.177 | 11.177 |
| Children's | Conditions and Improvement | 8.608 | 5.530 | 64% | 8.397 | -0.211 | -2% | Major costs on overspending Stephen Hawking project to be submitted for payment in Q4, to achieve projected end of year spend. | 1.500 | 1.500 | 3.000 | 4.599 | 16.207 | 17.036 |
| Children's | Bishop Challoner | 0.000 | 0.000 | 0% | 0.000 | 0.000 | 0% | | 0.000 | 0.590 | 0.590 | 0.010 | 0.600 | 0.600 |
| Children's | Basic Need/Expansion | 11.762 | 8.349 | 71% | 12.181 | 0.420 | 4% | Additional costs on Stepney Green to be paid within Q4 in addition to spend originally profiled. | 3.567 | 33.813 | 37.381 | 42.513 | 91.655 | 91.655 |
| Children's | Provision for 2 year olds | 1.428 | 0.220 | 15% | 1.428 | 0.000 | 0% | | 0.000 | 0.000 | 0.000 | 1.319 | 2.747 | 2.747 |
| Children's | Culture | 0.708 | 0.267 | 38% | 0.595 | -0.113 | -16% | The underspend here is associated with the Middlesex Street Project which is awaiting clarification of details. | 1.325 | 0.500 | 1.825 | 0.678 | 3.212 | 3.212 |
| Children's Total | | 26.115 | 14.684 | 56% | 23.727 | -2.388 | | | 7.824 | 40.112 | 47.936 | 51.747 | 125.798 | 126.627 |
| Corporate | CORP - Indicative Schemes - Underground Refuse Service | 0.000 | 0.000 | 0% | 0.000 | 0.000 | 0% | | 0.500 | 0.000 | 0.500 | 0.000 | 0.500 | 0.500 |
| Corporate | Whitechapel Civic Centre | 3.943 | 1.369 | 35% | 3.943 | -0.000 | 0% | | 9.263 | 95.564 | 104.827 | 1.377 | 110.147 | 110.147 |
| Corporate | Infrastructure Delivery Budgetary Provision | 6.415 | 0.000 | 0% | 0.000 | -6.415 | -100% | This relates to budget provision for allocations made under the Infrastructure Delivery Framework (IDF) Process. Amounts will be moved to Directorates as allocations are approved, and spend projections will be added accordingly. Any unallocated amounts in the current year will be rolled forward to future years. | 0.000 | 0.000 | 0.000 | 0.000 | 6.415 | 6.415 |
| Corporate Total | | 10.359 | 1.369 | 13% | 3.943 | -6.416 | | | 9.763 | 95.564 | 105.327 | 1.377 | 117.063 | 117.063 |
| HAC | Tele Care/Telehealth Equipment | 0.097 | 0.000 | 0% | 0.097 | 0.000 | 0% | Adult Social Care teams are reviewing in-year requirements. | 0.000 | 0.000 | 0.000 | 0.275 | 0.372 | 0.372 |
| HAC | Public Health | 3.220 | 0.983 | 31% | 1.278 | -1.943 | -60% | Fit out of William Cotton Place has been completed, to enable re-provision of St Paul's Way practice, providing 13 clinical rooms serving over 11,000 patients. Maximising Health Infrastructure - Three schemes are underway. PID is going to Infrastructure Delivery Board in February to refresh the plans for other schemes which will slip to 2018-19. Review of the Green Grid Strategy has occurred. Projects to improve landscaping and access are being scoped for delivery in future years. Improvements to Health Infrastructure - PIDs have been agreed for Goodman's Fields and Sutton Wharf. | 2.550 | 6.749 | 9.299 | 1.948 | 14.467 | 14.467 |
| HAC | Occupational Therapy Suite | 0.001 | 0.000 | 0% | 0.000 | -0.001 | -100% | Project has been completed. | 0.000 | 0.000 | 0.000 | 0.139 | 0.140 | 0.140 |
| HAC | Condition | 0.004 | 0.004 | 97% | 0.000 | -0.004 | -100% | Redcoat Youth Centre - Vibrance Relocation project complete. Final account is being finalised by Asset Management and Legal Services. | 0.000 | 0.000 | 0.000 | 0.091 | 0.095 | 0.095 |
| HAC Total | | 3.322 | 0.987 | 30% | 1.374 | -1.948 | | | 2.550 | 6.749 | 9.299 | 2.453 | 15.074 | 15.074 |
| HRA | Housing Capital Programme | 41.724 | 10.361 | 25% | 25.023 | -16.701 | -40% | The forecast slippage of £16.7m is explained by - £12.1m reduction in estimated spend on Decent Homes backlog and 38 of the Better Neighbourhood blocks due to changes in scope; £3.2m delays in Mechanical & Electrical works caused by issues with planning and DES options. £1.6m slippage on other projects over programmed. This is offset by urgent Fire Safety works giving rise to £0.24m overspend. | 25.480 | 94.570 | 120.050 | 134.246 | 296.020 | 296.020 |
| HRA | Ocean Estate Regeneration | 0.866 | 0.676 | 78% | 1.110 | 0.244 | 28% | Increased compensation costs awarded through tribunals, funds brought forward from 18/19 | 0.000 | 0.000 | 0.000 | 2.550 | 3.416 | 3.416 |
| HRA | Blackwall Reach | 2.748 | 0.225 | 8% | 0.500 | -2.248 | -82% | Funds will slip into 18/19, as there are no buybacks taking place this year. | 1.152 | 0.000 | 1.152 | 2.516 | 6.416 | 6.416 |
| HRA | Fuel Poverty Works | 0.040 | -0.034 | -86% | 0.001 | -0.039 | -97% | No further spend is expected for Fuel Poverty Works. | 0.400 | 0.000 | 0.400 | 3.867 | 4.307 | 4.307 |
| HRA | Short Life Properties | 0.176 | 0.026 | 15% | 0.176 | 0.000 | 0% | | 0.000 | 0.000 | 0.000 | 1.525 | 1.700 | 1.700 |
| HRA | Pipeline Schemes (1-4-1) | 2.170 | 0.057 | 3% | 1.245 | -0.925 | -43% | New Pipelines are currently being identified and are under review | 1.130 | 0.000 | 1.130 | 0.000 | 3.300 | 3.300 |
| HRA | New Supply - Budget Provision | 0.000 | 0.000 | 0% | 0.000 | 0.000 | 0% | | 0.000 | 23.092 | 23.092 | 0.000 | 23.092 | 23.092 |
| HRA | Buybacks 1-4-1 Receipts | 0.000 | 0.080 | 0% | 0.080 | 0.080 | 0% | | 0.000 | 0.000 | 0.000 | 0.981 | 0.981 | 0.981 |
| HRA | New Supply - On site | 4.239 | 1.165 | 27% | 3.033 | -1.206 | -28% | Start on Sites expected in Feb 2018 | 0.000 | 0.000 | 0.000 | 29.039 | 33.278 | 33.278 |
| HRA | New Supply - Pre construction | 3.161 | 0.755 | 24% | 1.298 | -1.863 | -59% | Start on Sites expected in Feb 2018 | 14.000 | 78.400 | 92.400 | 7.348 | 102.909 | 102.909 |
| HRA | HRA - Mayoral Priority Growth 2017-18 to 2019-20 | 0.200 | 0.000 | 0% | 0.200 | 0.000 | 0% | | 0.500 | 2.600 | 3.100 | 0.000 | 3.300 | 3.300 |
| HRA | Community Benefit Society - 1-4-1 receipts | 0.000 | 0.000 | 0% | 0.000 | 0.000 | 0% | | 4.500 | 0.000 | 4.500 | 0.000 | 4.500 | 4.500 |
| HRA Total | | 55.323 | 13.311 | 24% | 32.666 | -22.657 | | | 47.162 | 198.662 | 245.824 | 182.072 | 483.219 | 483.219 |
| Place | Contaminated Land Works | 0.148 | 0.016 | 11% | 0.098 | -0.050 | -34% | Remedial works not required following completed surveys. | 0.000 | 0.212 | 0.212 | 0.144 | 0.504 | 0.504 |

| Directorate | Programme | Current Year | | | | | | Future Years | | | All Years (inc Future and Past) | | | |
|------------------------|--|----------------------------|--------------------------|-------------------------------------|-----------------------------------|-------------------------------------|------------------------------------|---|---------------------|--------------------------------------|---------------------------------|---|-------------------------------|-----------------------------------|
| | | Latest Budget 2017/18 (£m) | Spend to Q3 2017/18 (£m) | Spend to date as % of annual budget | Projected Spend to 31/3/2018 (£m) | Projected Variance for 2017/18 (£m) | Projected Variance for 2017/18 (%) | Explanations for Projected Variance and for % Spend to Date | 2018/19 Budget (£m) | 2019/20 and Future Years Budget (£m) | Total Future Years Budget (£m) | Spend in previous years for current projects (£m) | Total Budget - All Years (£m) | Total Projection - All Years (£m) |
| Place | ICT Solution - Handheld Devices | 0.424 | 0.037 | 9% | 0.100 | -0.324 | -76% | Programme slippage. | 0.000 | 0.000 | 0.000 | 0.126 | 0.550 | 0.550 |
| Place | TfL Schemes | 5.625 | 1.736 | 31% | 3.398 | -2.227 | -40% | Schemes reduced in line with the resources available. TfL have recently written explaining the issues that have impacted on their budget and their ability to fund the 2018/19 LIP funded projects and its effect on the 2017/18 LIP allocations. TfL have offered to agree to formally transferring some of the 2017/18 LIP allocations into 2018/19. This is still under discussion. In addition, the Quietways schemes have had funding withdrawn and some of these will not now proceed. The scope of works and the programme has been reviewed in light of this issue and in light of other issues regarding staff/contractor resource availability. | 2.100 | 3.450 | 5.550 | 8.879 | 20.054 | 20.596 |
| Place | Public Realm Improvements | 0.906 | 0.631 | 70% | 0.748 | -0.158 | -17% | Jetty works dependent on the tide timetable. Other works in abeyance pending depot review. | 3.038 | 11.700 | 14.738 | 2.657 | 18.300 | 18.300 |
| Place | Transport S106 Funded Schemes | 2.322 | 0.229 | 10% | 0.695 | -1.626 | -70% | The scope of works and the programme has been reviewed in light of the impact on TfL schemes in the programme and whether there is sufficient staff/contractor resources available to deliver the whole programme in the last quarter of 2017/18. | 1.006 | 0.856 | 1.862 | 1.838 | 6.021 | 6.021 |
| Place | OPTEMS | 0.091 | 0.060 | 66% | 0.049 | -0.042 | -46% | OPTEMS schemes are all being managed concurrently with other funded projects such as TfL & S106. Any review of the work programme and scope of works has impact on all projects in the programme irrespective of funding streams. | 0.030 | 0.000 | 0.030 | 0.428 | 0.548 | 0.548 |
| Place | PLACE - Mayoral Priority Growth 2017-18 to 2019-20 | 1.050 | 0.000 | 0% | 0.253 | -0.797 | -76% | Scope of works to be identified and approved. | 1.050 | 1.000 | 2.050 | 0.000 | 3.100 | 3.100 |
| Place | Private Sector Improvement Grants | 0.030 | 0.014 | 46% | 0.030 | 0.000 | 1% | | 0.100 | 0.820 | 0.920 | 0.001 | 0.951 | 0.951 |
| Place | Disabled Facilities Grants | 1.417 | 0.676 | 48% | 1.200 | -0.217 | -15% | Distribution of grant is demand and need led, unused resources will be carried forward into future years | 1.257 | 1.257 | 2.514 | 0.156 | 4.087 | 4.087 |
| Place | Facilities Management - DDA works | 0.052 | 0.000 | 0% | 0.052 | 0.000 | 0% | | 0.000 | 0.000 | 0.000 | 0.000 | 0.052 | 0.052 |
| Place | Section 106 Passported Funding | 2.182 | 1.000 | 46% | 1.284 | -0.898 | -41% | Some slippage on larger schemes due to a re-profiling of budget in conjunction with NHS partners | 3.365 | 0.125 | 3.490 | 1.667 | 7.339 | 7.339 |
| Place | S106 Schemes | 1.977 | 0.269 | 14% | 0.576 | -1.401 | -71% | Budgetary provision for Infrastructure Delivery Board to allocate funding for schemes in year, resources will carry forward. | 0.522 | 0.000 | 0.522 | 0.296 | 2.794 | 2.794 |
| Place | Conversion of council buildings to temporary accommodation | 0.563 | 0.014 | 2% | 0.263 | -0.300 | -53% | Buildings have been identified and works are under way | 0.063 | 0.000 | 0.063 | 0.000 | 0.625 | 0.625 |
| Place | Community Hubs/Buildings | 0.855 | 0.920 | 108% | 1.006 | 0.151 | 18% | More extensive works required in year funds brought forward from 18/19 | 1.180 | 0.950 | 2.130 | 0.015 | 3.000 | 3.000 |
| Place | Registered Provider Grant Scheme (from 1-4-1) | 2.692 | 1.967 | 73% | 2.215 | -0.477 | -18% | External Schemes has met with delays, new end dates have been agreed with external partners | 3.088 | 0.350 | 3.438 | 0.935 | 7.066 | 7.066 |
| Place | Purchase of Properties for use as temporary accommodation | 53.935 | 46.013 | 85% | 56.487 | 2.552 | 5% | This scheme has been highly successful and as such the purchases of temporary accommodation occurred earlier than is reflected in the profiled budget | 9.300 | 83.270 | 92.570 | 2.495 | 149.000 | 149.000 |
| Place | Thriving High Streets Pilot Programme | 0.200 | 0.014 | 7% | 0.200 | 0.000 | 0% | | 0.800 | 0.000 | 0.800 | 0.000 | 1.000 | 1.000 |
| Place | Establish a Wholly Owned Company | 6.000 | 0.000 | 0% | 0.000 | -6.000 | -100% | This represents the Council's equity investment in the housing company. It is likely to be advanced in 2018/19 | 0.000 | 0.000 | 0.000 | 0.000 | 6.000 | 6.000 |
| Place | Establish a Community Benefit Society | 2.500 | 0.000 | 0% | 0.000 | -2.500 | -100% | This represents the S106 resources and is allocated for use by the CBS. It is likely to be advanced in 2018/19 | 0.000 | 0.000 | 0.000 | 0.000 | 2.500 | 2.500 |
| Place | PDC 229 Bethnal Green Road | 1.670 | 1.670 | 100% | 1.670 | 0.000 | 0% | | 0.000 | 0.000 | 0.000 | 0.000 | 1.670 | 1.670 |
| Place | CCTV | 0.135 | 0.000 | 0% | 0.000 | -0.135 | -100% | | 0.000 | 0.000 | 0.000 | 0.175 | 0.310 | 0.310 |
| Place | BSF ICT Infrastructure | 0.978 | 0.000 | 0% | 0.000 | -0.978 | -100% | The BSF programme is finished and final accounts are being concluded. Once this is resolved a proposal will be brought forward to utilise any remaining resources. It is anticipated this will happen in 18-19 | 0.000 | 0.000 | 0.000 | 2.900 | 3.878 | 3.878 |
| Place | Investment works to LBTH Assets | 0.250 | 0.000 | 0% | 0.250 | 0.000 | 0% | | 0.495 | 0.000 | 0.495 | 0.000 | 0.745 | 0.745 |
| Place Total | | 86.001 | 55.264 | 64% | 70.574 | -15.427 | | | 27.392 | 103.990 | 131.382 | 22.709 | 240.093 | 240.635 |
| Resources | Idea Store | 0.367 | 0.087 | 24% | 0.000 | -0.367 | -100% | | 0.000 | 0.000 | 0.000 | 0.776 | 1.143 | 1.143 |
| Resources | RESOURCES - Mayoral Priority Growth 2017-18 to 2019-20 | 0.000 | 0.000 | 0% | 0.000 | 0.000 | 0% | | 0.500 | 1.000 | 1.500 | 0.000 | 1.500 | 1.500 |
| Resources Total | | 0.367 | 0.087 | 24% | 0.000 | -0.367 | | | 0.500 | 1.000 | 1.500 | 0.776 | 2.643 | 2.643 |
| Grand Total | | 181.487 | 85.702 | 47% | 132.285 | -49.202 | | | 95.192 | 446.077 | 541.269 | 261.134 | 983.890 | 985.261 |

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