

OVERVIEW & SCRUTINY COMMITTEE

Thursday, 14 September 2017 at 6.30 p.m., Room C1, 1st Floor, Town Hall, Mulberry Place, 5 Clove Crescent, London, E14 2BG

This meeting is open to the public to attend.

Members:

Chair: TBC

Vice Chair: Councillor Clare Harrison

Councillor Danny Hassell	Scrutiny Lead for Children's Services
Councillor Muhammad Ansar Mustaqim	
Councillor Oliur Rahman	
Councillor Rabina Khan	
Councillor Ayas Miah	Scrutiny Lead for Governance
Councillor Helal Uddin	Scrutiny Lead for Place
Councillor Andrew Wood	Scrutiny Lead for Resources

Co-opted Members:

Shabbir Chowdhury	Parent Governors
Joanna Hannan	Representative of Diocese of Westminster
Asad M Jaman	Muslim Faith Community
Fatiha Kassouri	Parent Governors
Dr Phillip Rice	Church of England Representative
Christine Trumper	Parent Governors

Deputies:

Councillor Abdul Asad, Councillor Ohid Ahmed, Councillor Rajib Ahmed, Councillor Chris Chapman, Councillor Dave Chesterton, Councillor Gulam Kibria Choudhury, Councillor Md. Maium Miah and Councillor Candida Ronald

[The quorum for this body is 3 voting Members]

Contact for further enquiries:

David Knight, Democratic Services
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Web: <http://www.towerhamlets.gov.uk/committee>

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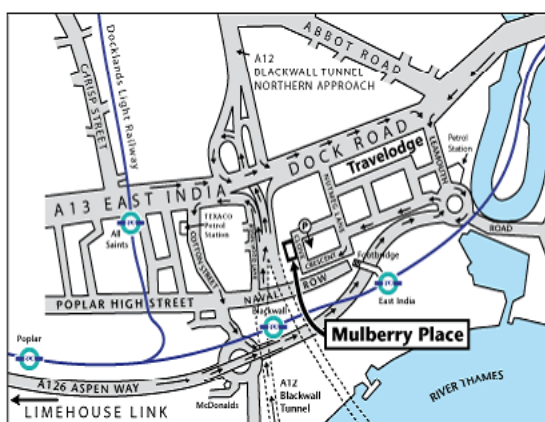
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SECTION ONE	WARD	PAGE NUMBER(S)
1. APOLOGIES FOR ABSENCE		
To receive any apologies for absence.		
2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTEREST		1 - 4
To note any declarations of interest made by Members, including those restricting Members from voting on the questions detailed in Section 106 of the Local Government Finance Act, 1992. See attached note from the Monitoring Officer.		
3. UNRESTRICTED MINUTES	All Wards	5 - 26
To confirm as a correct record of the proceedings the unrestricted minutes of the meeting of the Overview and Scrutiny Committee held on 20 th July, 2017.		
4. REQUESTS TO SUBMIT PETITIONS		
To receive any petitions (to be notified at the meeting).		
5. UNRESTRICTED REPORTS 'CALLED IN'		
No decisions of the Mayor in Cabinet 27 th July, 2017 in respect of unrestricted reports on the agenda were 'called in'.		
6. SCRUTINY SPOTLIGHT		
7. UNRESTRICTED REPORTS FOR CONSIDERATION		
7.1 Tower Hamlets Local Plan 2031: Managing Growth and Sharing the Benefits (Regulation 19 consultation) AND Adoption of the Statement of Community Involvement (SCI) Refresh	All Wards	27 - 44
The appendices for this report will be circulated once they are available with the Cabinet agenda for the 19 th		

September, 2017.

7.2	New Strategy for Children and Young People with SEND: proposed consultation update	All Wards	45 - 58
7.3	Children's Services Improvement- progress report	All Wards	59 - 72
7.4	Best Value Improvement Plan Update	All Wards	73 - 98

8. PRE-DECISION SCRUTINY OF UNRESTRICTED CABINET PAPERS

To consider and agree pre-decision scrutiny questions/comments to be presented to Cabinet with particular references to the following report.

8.1	Corporate Budget Monitoring Report Period 3 (June 2017) 2017-18	All Wards	
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This report will be circulated once it becomes available with the Cabinet agenda for the 19th September, 2017.

8.2	Q1 (April-June) Strategic Performance Monitoring Report	All Wards	99 - 136
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8.3	Creating a Balanced Night Time Economy in Tower Hamlets	All Wards	137 - 174
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9. ANY OTHER UNRESTRICTED BUSINESS WHICH THE CHAIR CONSIDERS TO BE URGENT

To consider any other unrestricted business that the Chair considers to be urgent.

10.	DRAFT OVERVIEW AND SCRUTINY WORK PROGRAMME 2017/18	All Wards	175 - 198
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11. EXCLUSION OF THE PRESS AND PUBLIC

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

"That, under the provisions of Section 100A of the Local Government Act 1972, as amended by the Local Government (Access to Information) Act 1985, the press

and public be excluded from the remainder of the meeting for the consideration of the Section Two business on the grounds that it contains information defined as Exempt in Part 1 of Schedule 12A to the Local Government Act, 1972.”

EXEMPT/CONFIDENTIAL SECTION (Pink Papers)

The exempt 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.

SECTION TWO

12. EXEMPT/ CONFIDENTIAL MINUTES

Nil Items

13. EXEMPT/ CONFIDENTIAL REPORTS 'CALLED IN'

Nil Items

14. PRE-DECISION SCRUTINY OF EXEMPT/ CONFIDENTIAL) CABINET PAPERS

To consider and agree pre-decision scrutiny questions/comments to be presented to Cabinet.

(Time allocated 15 minutes).

15. ANY OTHER EXEMPT/ CONFIDENTIAL BUSINESS THAT THE CHAIR CONSIDERS URGENT

To consider any other exempt/ confidential business that the Chair considers to be urgent.

Next Meeting of the Overview and Scrutiny Committee

Wednesday, 25 October 2017 at 6.30 p.m. to be held in Room C1, 1st Floor, Town Hall, Mulberry Place, 5 Clove Crescent, London, E14 2BG

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Agenda Item 2

DECLARATIONS OF INTERESTS - NOTE FROM THE MONITORING OFFICER

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

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

Interests and Disclosable Pecuniary Interests (DPIs)

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

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

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

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

Effect of a Disclosable Pecuniary Interest on participation at meetings

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

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

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

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

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

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

Further advice

For further advice please contact:-

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

APPENDIX A: Definition of a Disclosable Pecuniary Interest

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

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

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OVERVIEW & SCRUTINY COMMITTEE,
20/07/2017

LONDON BOROUGH OF TOWER HAMLETS

[DRAFT] MINUTES OF THE OVERVIEW & SCRUTINY COMMITTEE

HELD AT 6.30 P.M. ON THURSDAY, 20 JULY 2017

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

Members Present:

Councillor Denise Jones (Chair)	
Councillor Danny Hassell	Scrutiny Lead for Children's Services
Councillor Muhammad Ansar Mustaquim	
Councillor Oliur Rahman	
Councillor Rabina Khan	
Councillor Ayas Miah	Scrutiny Lead for Governance
Councillor Helal Uddin	Scrutiny Lead for Place
Councillor Andrew Wood	Scrutiny Lead for Resources
Councillor Rajib Ahmed	

Co-opted Members Present:

Shabbir Chowdhury	Parent Governor
Christine Trumper	Parent Governor
Dr Phillip Rice	Church of England Representative
Fatiha Kassouri	Parent Governor
Joanna Hannan	Representative of Diocese of Westminster

Other Councillors Present:

Councillor Sirajul Islam	Statutory Deputy Mayor and Cabinet Member for Housing
Councillor David Edgar	Cabinet Member for Resources

Apologies:

Councillor Clare Harrisson	Scrutiny Lead for Health, Adults & Community
Asad M Jaman	Muslim Faith Community

Officers Present:

Mark Baigent	(Interim Divisional Director, Housing and Regeneration)
Mark Broom	(Detective Superintendent, MPS)
Ann Corbett	(Divisional Director, Community Safety)
Steve Crawley	(Civil Protection and Business Continuity Coordinator)

Sharon Godman	(Divisional Director, Strategy, Policy and Partnerships)
Afazul Hoque	(Interim Service Manager, Strategy, Policy & Performance)
Joseph Lacey-Holland	(Senior Strategy Policy & Performance Officer)
Neville Murton	(Divisional Director, Finance, Procurement & Audit)
Denise Radley	(Corporate Director, Health, Adults & Community)
Sarah Williams	(Legal Team Leader - Social Care Team and Employment & Education Team)
David Knight	(Principal Committee Services Officer)

1. **DECLARATIONS OF DISCLOSABLE PECUNIARY INTEREST**

There were no declarations of disclosable pecuniary interest.

2. **UNRESTRICTED MINUTES**

The Chair **Moved** and it was:-

RESOLVED

That the unrestricted minutes of the meetings of the Overview and Scrutiny Committee held on 9th May, 2017 and 21st June, 2017 was approved as a correct record of the proceedings.

3. **APPOINTMENT OF SCRUTINY LEAD MEMBERS**

The Committee was reminded that annually it appoints Lead Scrutiny Members for different policy areas and establishes it's Sub-Committees for the year. Certain Lead Members are also appointed as Chairs to various Sub-Committees. This process had taken place at the meeting on Wednesday 21 June 2017.

However, since that meeting the Chair of Overview and Scrutiny, Councillor Denise Jones, had raised with the Monitoring Officer her concerns over the appointments to Lead Members. She has stated that, for a number of reasons, there was significant confusion during that item of business and that the decisions taken was therefore not sound. The Monitoring Officer had therefore agreed to void those decisions and to instruct the Overview and Scrutiny Committee to reconsider those decisions at its 20th of July 2017 meeting. Although the decisions made at the last meeting to establish and appoint Members to the Sub-Committees were still valid. The Committee therefore noted that they had before them a new report to allow for the opportunity to retake the decisions.

As a result of consideration on this report.

The Chair Moved and it was:-

RESOLVED

The Overview and Scrutiny Committee:

1. To **agree** to continue to operate Scrutiny Leads with specific portfolios and if so to appoint Members to the posts as set out in Section 3 of this report.
2. To:
 - A. **Note** the terms of reference for the Health Scrutiny Sub-Committee Appendix 1;
 - B. **Note** the terms of reference for the Housing Scrutiny Sub-Committee Appendix 2
 - C. **Note** the terms of reference for the Grants Scrutiny Sub-Committee Appendix 3; and
 - D. **Note** that the Scrutiny Leads once appointed will take the Chairs of the above mentioned Sub-Committees.
3. Appointed the following Scrutiny Leads:

Portfolio	Elected Member
Lead for Health, Adults & Community Services (<i>Chair of Health Scrutiny</i>)	Councillor Clare Harrisson
Lead for Place (<i>Chair of Housing Scrutiny</i>)	Councillor Helal Uddin
Lead for Resources (<i>Chair of Grants Scrutiny</i>)	Councillor Andrew Wood
Lead for Children's Services	Councillor Danny Hassell
Lead for Governance	Councillor Ayas Miah

4. UNRESTRICTED REPORTS 'CALLED IN'

Nil items

5. REQUESTS TO SUBMIT PETITIONS

Nil items

6. REVIEW OF THE TOWER HAMLETS EMERGENCY PLANNING AND CIVIL CONTINGENCY ARRANGEMENTS - PRESENTATION

Steve Crawley the Civil Protection & Business Continuity Co-ordinator, made a presentation to the Committee outlining incident response procedure in Tower Hamlets and London. Following this, he was supported by Mark Broom

(Metropolitan Police Service) and Ann Corbett (Divisional Director, Community Safety), in a question and answer session.

The Committee:

- Noted the role of councils in emergencies such as the provision of support for the emergency services; support and care for the local and wider community;
- Noted the use made of their resources to mitigate the effects of an emergency; and taking the lead in the recovery stage;
- Noted what councils do in emergencies such as giving technical and engineering advice; building control; highways services; and public health and environmental issues;
- Noted that councils provide physical resources such as reception centres; accommodation and housing needs; and transport;
- Noted that welfare support is provided to those affected and the wider community **e.g.** social services; psychosocial support; helplines; and welfare and financial needs;
- Was advised that the Local Authority Liaison Officer (LALO) was required to attend Tactical Coordination meetings, act as the link between the incident and the Borough Emergency Control Centre; and was in possession of effective communications with senior levels of the local authority;
- Felt that elected members have an important community leadership role in reassuring and communicating with local residents. Therefore, it was felt that that guidance/training should be made available to elected members in how to respond to emergencies and major incidents in their communities so they can respond appropriately and effectively;
- Felt that it was important that LBTH was confident that any messages being communicated to the community were validated and consistent;
- Was of the view that consideration needed to be given to how to contact those harder to reach groups in the local community who did not speak English as a first language during emergencies and major incidents;
- Noted that the Police Service in Tower Hamlets now had in post a community faith officer who would be reaching out to communities and building trust between them and the Police Service;
- Noted that the Police Service has utilised its twitter feed to get out messages in an informative and timely fashion during emergencies and major incidents;
- Was informed that the Government has established plans to provide an effective response to all types of emergencies and major crises at national, regional and local level. This involved pre-planned and coordinated responses from the emergency services, civil authorities and where appropriate, the Ministry of Defence (MOD). Therefore, if there is an emergency, local emergency services provide the first response; government departments or civil authorities may then request military assistance from MOD. The support of the armed

forces to civil authorities in the UK it was noted was officially termed Military Aid to the Civil Authorities (MACA);

- Was advised that the MOD's role is concentrated on 2 main areas: (i) Providing niche capabilities, which MOD needs for its own purposes and which would not be efficient for the rest of government to generate independently, for example logistic assistance may be provided to civil authorities in carrying out their duties; and (ii) Standing ready to support the civil authorities when their capacity is overwhelmed. However, MACA is subject to the availability of resources, without affecting core MOD objectives. As the MOD does not generate and maintain forces specifically for such tasks. However, it was noted that the Council considers its resources to be sufficient and there are also established mutual aid arrangements across London Local Authorities should these become stretched;
- Requested that the Council explore the possibility of providing reports during emergencies and major incidents to elected members in the same style as those offered by the Police Service; and
- Enquired about the recent series of attacks involving the use of a corrosive or acidic substances and in particular what was being done to reassure the local communities. As a result it was noted that the Borough Commander had held an event with women at the East London Mosque. Accordingly, it was hoped that this sort of engagement with women from across different communities would be supported and developed.

Actions

The Chair Moved and it was:-

RESOLVED

That:

1. Guidance/training be made available to elected members in how to respond appropriately and effectively to emergencies and major incidents in their communities; and
2. The Council explore the possibility of providing incident reports to elected members in the same style as those offered by the Police Service.**SCRUTINY SPOTLIGHT**

7.1 Councillor Sirajul Islam (Statutory Deputy Mayor and Cabinet Member for Housing) - Presentation

The Committee received a presentation from Councillor Sirajul Islam (Statutory Deputy Mayor and Cabinet Member for Housing) and Mark Baigent (Interim Head of Strategy, Regeneration and Housing Options) that provided an overview of the items requested at the last meeting 21st June, 2017 by the Committee pertaining to the housing portfolio; including updates on: residential fire safety; temporary accommodation policy; homelessness

resulting from domestic violence, the housing register and new housing delivery vehicles. The Committee during a question and answer session:

- Noted the Fire Risk Assessment (FRA) position for those tower blocks in Tower Hamlets (including how this has changed in recent years and the cost implications of any remedial work);
- Welcomed the fact that when the Mayor came into office no Council owned residential blocks had a full up to date FRA whereas now all those blocks have had one within the past 9 months;
- Noted the commitment and funding made available for works to Tower Hamlets Homes residential blocks to ensure Fire Safety;
- Noted the procedures within the Housing Department for identifying and supporting victims of Domestic Violence (DV) who need re-housing. In response the Committee was informed that there had recently been an internal investigation within Housing Options that revealed procedure for victims of DV was not being properly followed. However, this is being addressed and will be improved via a restructure that is currently underway, helping to up-skill frontline staff on this issue;
- Asked how medical priority for housing is assessed for children of single parents with non-physical needs (especially those with autism). In reply it was noted that the Council is happy to review the process around medical prioritisation, especially in regards to autistic children;
- Noted that the Council's Autism Strategy is due at Cabinet in September and therefore should be a pre-decision scrutiny item at the next meeting of the Committee;
- Noted the number of items of identification required for enrolling on the Housing Register and the management of sensitive documentation. The items being requested are a way of ensuring probity in the housing registration process and ensuring that applicants can properly demonstrate their connection to Tower Hamlets.

Actions

The Chair Moved and it was:-

RESOLVED

That:

1. A copy of the re-housing procedure/policy for victims of DV be provided to Committee members;
2. They be provided reassurances that sensitive documentation is not being lost during the housing registration process; and

3. A benchmarking exercise should be undertaken to compare Tower Hamlets approach regarding the requirements and conditions for proving three year residency to apply for social housing.

7.2 Provisional Revenue and Capital Outturn Report 2016-17

Councillor David Edgar (Cabinet Member for Resources) and Neville Murton (Divisional Director Finance, Procurement and Audit) presented a report that detailed the provisional outturn position of the Council for the financial year 2016-17. It was also noted that unlike in previous budget management reports this document is based on the actual position for the year rather than estimates and projections and forms the basis of the final accounts for the 2016-17 financial year. The information was therefore presented to reflect the Council's new structure which was implemented in January 2017. The Committee noted that the provisional position set out in the report was subject to changes arising from the production of the statutory statement of accounts and their subsequent audit review. The report included the following details of:-

1. General Fund Revenue Account;
2. Housing Revenue Account (HRA);
3. General Fund and HRA Capital expenditure and financing;
4. Summary of reserve movements;
5. 2016-17 final savings position; and
6. The Council's Balance Sheet at 31st March 2017.

The questions and comments from Members on the report are outlined as follows:

The Committee:

- Noted that the overall the Council's provisional outturn position is underspent by £0.733m which is in line with the £0.7m reported to Cabinet in March;
- Observed that the closing balance on the General Fund (Reserve) is £31.7m, which is broadly in line with the projections made in the MTFS reported in Feb 2017;
- Was informed that the provisional outturn for the Housing Revenue Account (HRA) is a surplus of £9.1m which is an adverse movement of £2.1m above the position reported to Cabinet in March for period 9. This difference reflects the decision to purchase a property in March which was partly funded through the use of revenue resources and where the decision was taken after the previous outturn projection had been completed;
- Noted within the overall Capital Programme (i.e. General Fund and HRA) 82% of the revised capital budget for 2016-17 was achieved (£79.9m against budgets of £97.3m). The original Capital Programme approved for 2016-17 which included a number of indicative schemes totalled £228m. All capital expenditure in 2016-17 was fully funded from available resources including additional borrowing of c£2m;

- Was advised the report also included a number of key indicators taken from the Council's balance sheet that provided a 'snapshot' of the overall financial health and efficiency of the Council's business. This included information relating to the Council's earmarked reserves and its Collection Fund; commented that there were 6,000 empty homes in the Borough and wanted to know how these might be utilised for the 20,000 residents on the housing waiting list. In response it was noted that this is something that would need to be discussed with officers and that this item could then come to the Housing Scrutiny Sub-Committee;
- Noted the underspend of Disabled Facilities Grant (DFG) and two year old places in the capital budget. In reply it was noted that this would need to be referred to the responsible service area if further detail above that set out in the relevant appendix was required;
- Asked about the proportion of council tax coming from self-employed residents and the impact of the Council Tax Reduction Scheme (CTRS) on these individuals. In reply it was noted that whilst those affected are a very small proportion of the overall number of CTRS claimants the impact upon them is being explored;
- Asked why there had been a decline in the General Fund Reserve. In response it was noted that this is mainly attributable to the work on the new Civic Centre and a review of level of all earmarked reserves, but the overall level of reserves continued to provide sufficient resilience.

Action

The Chair Moved and it was:-

RESOLVED

That:

1. Consideration is given to placing an empty homes item on the Housing Scrutiny Sub-Committee Forward Plan.

7.3 Community Cohesion Challenge Session

The Committee received a report from Councillor Mustaquim (Scrutiny Lead, Governance 2016/17) on the Scrutiny Challenge Session on Community Cohesion that was held on 12th April 2017. He provided an overview of the report that had been produced and outlined its six recommendations, which are aimed at further enhancing cohesion outcomes for Tower Hamlets.

The questions and comments from Members on the report may be summarised as follows:

The Committee:

Noted that:

- the review had specifically considered the definition of community cohesion; national reviews related to cohesion; the key findings from the Casey Review and to establish to what extent those findings were prevalent in Tower Hamlets by considering and comparing factual and statistical evidence; the Council's approach to grants and the associated impact on improving cohesion outcomes; reviewing language as driver of cohesion, including a consideration of the effectiveness of English for Speakers of Other Languages (ESOL) provision; the impact of the Council's policies on cohesion such as the school admissions, housing and planning policies; a consideration of the social and economic data and trends and the consequential impact on the gentrification of Tower Hamlets; the context of the Equalities Act 2010 and the Public Sector Equalities Duty on the Council to foster good relations between people and the Council's leadership role on cohesion;
- the report reflected the discussion from a two hour challenge session and recognised the limited amount of time that was available to cover such a wide ranging topic as cohesion. The report therefore focused on those particular aspects of cohesion that the challenge session had considered were important for Tower Hamlets. Also it was noted that a recommendation had been made to consider setting up a taskforce that would look at cohesion in more detail to address this;
- the report also highlighted that the Council is leading on best practice in this area **e.g.** Tower Hamlets role and involvement with London Councils to help develop the future approaches is noted and recognised;
- the report had also recognised the range and scale of projects being undertaken by the Council, addressing cohesion in Tower hamlets and made recommendations which aimed to further enhance cohesion outcomes for Tower Hamlets **e.g.** sports, arts and music could play a larger role in promoting community cohesion; and
- the findings from the challenge session discussion, which had included qualitative evidence and Councillors practical experience in the field, which had been supplemented by additional secondary sources. These had included a review of population statistics and trends; ward data; as well as consideration of the impact of legislation and findings from national reviews;
- a detailed action plan will be produced to implement the recommendations and that during the action planning stage the key risks, implications and mitigating actions will be identified and agreed.

Actions

The Chair Moved and it was:-

RESOLVED

To:

- **Agree** the report and the recommendations;
- **Authorise** the Divisional Director of Strategy, Policy and Partnership to amend the draft report before submission to Cabinet, after consultation with the Chair of the Overview and Scrutiny Committee;
- **Agree** that the Action Plan should consider how the Council's sports, arts and music offer might to play a larger role in promoting community cohesion; and
- **Ask** that officers circulate the information about the Tension Monitoring Group to the Members of the Committee.

8. VERBAL UPDATES FROM SCRUTINY LEADS

The Committee received and noted two briefings from Councillor Danny Hassell on the way forward with regard to the scrutiny of Children's Services together with an update on the Children's Improvement Board which may be summarised as follows:

The Committee noted:

(i) Scrutiny of Children's Services

- That the improvement plan has reflected the issues raised by the Ofsted report and a discussion has already taken place at Scrutiny following the publication of the Ofsted report. A diagnosis has been agreed between officers and political leaders and this has been discussed at the Children's Services Improvement Board;
- That it is not the role of scrutiny to be setting the actions, targets etc. for improvement. This is the responsibility, just like all other areas of the council, of the relevant senior officers, Mayor and Cabinet; and
- That it should not duplicate the work being done elsewhere, for example through the Children's Services Improvement Board; and
- What purpose can Scrutiny serve in relation to Children's Services improvement **e.g.**
 - I. Keeping councillors informed of the improvement journey – through regular reports and updates from the Scrutiny Lead, Cabinet Member and Children's Services officer leadership;
 - II. Driving 'up-skilling' of members in relation to Children's Services – through offering training and support to undertake scrutiny function and through supporting member training and development. Including improving the knowledge and understanding of councillors in relation to the social care system;
 - III. Scrutinising the work of senior leaders and politicians through appropriate channels. These would include regular spotlight sessions at Overview and Scrutiny Committee and through the Scrutiny Lead as a member of the Improvement Board;
 - IV. Adding value to the improvement process – through Scrutiny challenge sessions on specific issues and areas. These would avoid duplication and look at issues which might not be as actively

- considered elsewhere in the improvement process. These could also engage partner agencies and local residents; and
- V. Seeking assurances about the improvements undertaken and the outcomes for children and young people – Scrutiny should be asking the right questions to assure themselves that where improvements have been made they are sustained and that areas where improvement is still required, that there is a clear plan of action in place which will improve outcomes for children and young people.

(ii) Update from Children’s Improvement Board

The Board had received a presentation of the current position of the Multiagency Safeguarding Hub (MASH) which included the following:

- highlighting improvements made and areas where further work is required;
- that the volume at the front door has increased significantly from 855 contacts in April 2017 to 1266 and 1231 in May and June respectively;
- data in both the MASH and Assessment and Intervention (AI) has been cleansed and is now considered to be reliable;
- greater managerial oversight of those cases where further evidence gathering is required to make a decision on the next steps;
- MASH meetings are helping to provide a shared understanding of thresholds across agencies and disciplines to get a more consistent response;
- That the Improvement Plan has been reviewed by Ofsted and formally submitted to DfE;
- There will be an informal inspection in late August; and
- There continues to be good engagement from key partners **e.g.** the police and schools.

9. PRE-DECISION SCRUTINY OF UNRESTRICTED CABINET PAPERS

The Chair asked the Committee to submit any pre decision scrutiny of the unrestricted Cabinet papers prior to the 25th June, 2017 meeting.

(The submitted pre-decision scrutiny questions of the unrestricted Cabinet papers for the 25th June, 2017 meeting is attached at **Appendix 1**).

10. ANY OTHER UNRESTRICTED BUSINESS WHICH THE CHAIR CONSIDERS TO BE URGENT

Nil items

11. EXCLUSION OF THE PRESS AND PUBLIC

The agenda circulated contained no exempt/ confidential business and there was therefore no requirement to exclude the press and public to allow for its consideration.

12. EXEMPT/ CONFIDENTIAL MINUTES

Nil items

13. EXEMPT/ CONFIDENTIAL REPORTS 'CALLED IN'

Nil items

14. PRE-DECISION SCRUTINY OF EXEMPT/ CONFIDENTIAL) CABINET PAPERS

Nil items

15. ANY OTHER EXEMPT/ CONFIDENTIAL BUSINESS THAT THE CHAIR CONSIDERS URGENT

Nil items

The meeting ended at 9.15 p.m.

Chair, Overview & Scrutiny Committee

LONDON BOROUGH OF TOWER HAMLETS
Pre-Decision Question - Overview and Scrutiny Committee – 20th July, 2016

Items 5.1 & 5.5 below & the response to Item 5.6 are set out below

Cabinet Report/Question	<u>Response</u>
<p>5.1 Housing Capital Projects: Pipeline schemes</p> <p>Question: The list of any “Urban infill” sites connected with this Rpt.</p>	<p>LBTH are currently assessing the sites for inclusion in the programme of infill sites, based on a series of feasibility appraisals and early discussions with planners. Once we have identified suitable sites we will establish a programme of engagement with local residents and Ward Members as part of the comprehensive consultation process. The Consultation Strategy can be referred to you as the Chair of OSC.</p>
<p>5.5. Improvement and Transformation of Information Communications and Technology</p> <p>Question: Would be possible just to see the evidence base to prove that what is being proposed in the above mentioned report is better.</p>	<p>The IT investment has yet to occur so there is no direct evidence as to share with OSC at this time; however the socitm report (previously Society of IT Managers) sets out the need to invest in IT that just works, mobile working, information management and partnership working, which will be delivered and enabled through the IT investment and the Smarter Together programmes; and draws on their extensive experience that these changes have had a transformational effect on other local authorities where they have been implemented.</p> <p>The investment will be managed through existing processes and Cllr Edgar as the lead member involved in the key discussions, with reports on spend and progress to scrutiny as appropriate, this will ensure the investment delivers both value for money and the improved outcomes required.</p>

Pre-Decision Scrutiny Questions on Cabinet Report: Quarter 4 / Year-end Strategic Monitoring Performance Report

(Note: page numbers refer to the numbers in the full Cabinet agenda pack)

I welcome the improvements in educational attainment (p.135):

- 62% of TH children achieved the national curriculum standard at Key Stage 2 (compared to national average of 54%)
- Average point score of 50 out of 80 across the 8 core GCSE subjects, exceeding the target of 48.4.
- Progress from Key Stage 2 to GCSE exceeded expectations with on average 0.15 of a grade better across the 8 subjects than other students with similar attainment at KS2. **This shows the impact our schools are having.**

I also welcome the improvement in outcomes for looked after children, in particular that 34 children were adopted or received a special guardianship in 2016/17 exceeding the target of 29 and outperforming significantly on the previous year of 20 (p.135).

Question 1: What were the key factors driving this improvement and what is the learning that has been taken from this improved performance to ensure that it is sustained?

Our care proceedings have been taking place in a more timely way and we are intervening at an earlier age. Historically, our care population has been at the older end of the age range making permanency arrangements more challenging. There is closer monitoring of care planning, earlier allocation of family finding workers and the recruitment of a permanency manager, all of which contribute to the improvements in performance. It is also important to note that the number of children being brought into care has increased which will have an impact on the number of adoption and SGO's that we are able to achieve.

Delivery Plan (Appendix 2)

I am concerned at the number of areas in Children's Services where there has been delay, activities marked as completed whilst other information indicates it hasn't been completed as expected and that there has been in a number of cases limited evidence and understanding of the impact of changes.

Page 156. Ref 1.3a: Ensure adequate early help for the most vulnerable children and families, with a strong focus on safeguarding.

Question 2: Is the programme of universal family support that targets those identified in priority need still due to be operational by the end of September?

The Integrated Early Years' Service that is leading on this offer is working towards trialling the new 0-11 year old service through Children's Centres from September 2017.

The service is currently embedding following a period of several years of re-structuring to develop a sustainable and efficient high quality offer. Financial benchmarking against other LAs shows a

very strong comparative investment by the Council and almost uniquely the retention of 12 Children's Centres plus an additional eight delivery sites, but there has inevitably been an impact generated by the necessary investment of resources in the change process and reduction in funding and posts over time, particularly the loss of Play and Learning Workers and Family Support Workers.

In order to target work where we believe it will make more of a difference, some of the more universal services will be reduced. It is of course important to ensure there is no duplication or overlap with existing services, and this scoping work is currently being undertaken. A key barrier to effective targeting of families soon after birth is the on-going lack of access of live birth data for Children's Centre staff. Having this data would enable targeting so that those families who live in the areas of disadvantaged could be encouraged to take up the offer at Children's Centres, helping the LA overall to reduce the gap in relation to outcomes for children, while increasing the number of children attending the two year old review.

Question 3: The work to ensure that the social care front door has a clear early help offer is marked as completed. Is the Cabinet content that there is a clearly defined early help offer in relation to the findings of the recent Ofsted report? The comments report that the Early Help Hub, whilst established is not fully embedded in practice and limited impact has been evidenced, which seems to suggest it hasn't been completed

A great deal of work is underway.

There has been reorganisation within the CSC teams and strengthened oversight within MASH

Regular morning briefings between the early help hub and MASH are strengthening the interface and the hub is becoming more established. However the hub is not fully embedded so there is more work to be done.

Question 4: The work to ensure alignment of Signs of Safety within the CAF process has been marked as completed. The comments claim that SoS are embedded in practice and marked complete for December 2016. Given the Ofsted findings are Cabinet confident that this is appropriately embedded in practice and being used appropriately by the social workers?

Signs of Safety is aligned with the Early Help Assessment. There are "Signs of Safety Champions" based within Children's Centre and Health settings which is supporting the referral process. Signs of Safety is the practice model that is used by Children's Social Care, this position has been reinforced post-Ofsted. The work to fully embed Signs of Safety continues and will be supported by the improvement journey and particularly the service redesign.

Question 5: The integrated review of 2 year olds suggests a low take up of this service. Has the council explored improving access to this service, for example at weekends as other neighbouring boroughs have done?

The integrated review of 2 year olds is carried out by the health visiting service with support from the IEYS. The rollout is through children's centres and MPVI early year's settings. Two Clinical Leads from the Health Visiting Service lead the process with senior managers from the IEYS. We

understand that there are pressures on the Health Visiting Service, which is located in Public Health, in relation to recruitment and retention of health visiting staff. We are told by the regulatory body that LBTH health visitors are also unable to return their integrated review documents electronically to the NHS.

Summary of Two Year Old Integrated Review Data 2016-17

Total number of MPVI early years setting with 2 year olds	74			
	Return 1	Return 2	Return 3	Return 4
Number/Percentage of MPVI Settings submitting data	93%	91%	69%	N/A
Of those returned - % holding 2 Year Integrated Reviews	30%	31%	25%	N/A
Total number of Integrated review held	102	81	53	N/A

Total Number of Children's Centres for 2 Year Old Integrated Reviews	12			
	Return 1	Return 2	Return 3	Return 4
Number/Percentage of Children's Centres submitting data	100% (12)	100% (12)	100% (12)	Data not returned
Of those returned - % holding 2 Year Integrated Reviews	100% (12)	100% (12)	92% (11)	Data not returned
Total number of Integrated review held	465	325	273	Data not returned

Early learning for two year olds places.

Based on the DWP data on April, there are 1988 eligible children who are eligible for EL 2 placement. Out of that total, 871 children are at present in placement which is 44% of total eligible children.

24/07/2017

Target	In Placements	Vacancies
1988	871	200
	44%	54%

1974 children accessed an EL2 place over the preceding year (July 2016-July 2017). This is an increase of 19 places compared to the same period last year. Of these children, approximately 30% became no longer eligible. They continue to occupy the places created, but as three year olds eligible for the three year old offer. Colleagues in the Family Information Service (PET not IEYS) ask parents why they no longer wish to take up an EL2 place. No parents have requested weekend placements. The remaining parents say that, having tried childcare, they prefer to care for their two year old themselves as they are "too young" to attend childcare on their own. These parents are directed to children's centres if not already attending. Note that as the children attend with their parents, their attendance cannot be counted.

The 200 vacancies are available for parents to take up at any point if they wish to do so.

Question 6: It is concerning that the work with young people had been so delayed. It states that a partnership response has been slow 'because of a lack of robust understanding of the level of risk and vulnerability for a small cohort of children in the borough. This was cited in the Troubled Lives, Tragic Consequences review. It claims to have been rectified. What assurances can be provided that the level of risk is now understood and a co-ordinated response is now in place given the issues raised in the Troubled Lives, Tragic Consequences report?

The Troubled Lives Tragic Consequences review was fundamentally influential in identifying the critical changes that needed to happen to improve the partnership response to young people who are at risk from others and to others, both within their family of origin and in the community. This includes young people involved in crime as victims and perpetrators, at risk of Child Sexual Exploitation, caught in County Lines activity, Gang involvement and often known to, or in the care of the Local Authority.

Any professional and community response to these vulnerable children needs to be well co-ordinated and to maintain a balance of support and enforcement. This demands close working across the council and with key partners such as the police, community safety, health and the voluntary sector.

Changes have happened on three levels;

Individual case level – some work is underway with an affected family to support them through their loss.

Operationally - work is in the final stages to develop a risk matrix tool that social work teams can use to identify the range of risks that vulnerable young people face. This will be embedded in the assessment process in both the targeted and statutory services in order to assist early identification of children with a complex risk profile.

Strategically - work is underway to create a multiagency response to the serious youth violence in the borough alongside similar work to respond to levels of family violence that were evident in the Thematic review, Partner engagement is assured and immediate action has been taken regards youth activities and diversion work across the summer holidays, such as the Summer Arts programme. The multi-agency COGYV (Co-Offending Groups Youth Violence) considers the risks to children every month who are identified by the police gang's team and other professionals. A package of support and enforcement is agreed upon during each meeting and review regularly."

I welcome the work that has been undertaken in relation to:

- Reviewing support for children's emotional wellbeing and using this to inform commissioning
- Increasing CAMHS interventions and offer for foster carers and children and young people
- Promotion of 'UN Rights Respecting Schools' and using this work to promote community cohesion

There appears to be a lack of information on the delay for the activity to tackle obesity amongst primary aged school children (p.169, ref 1.5c).

Question 7: Given the lack of progress noted in Appendix 1 (p.150) which shows there has been no change to the level of obesity. What further actions will be undertaken and implemented in a timely manner to address this.

Background

The prevalence of childhood obesity has been increasing in the UK and other developed countries for the past 20 years and is linked to social and environmental changes described as 'the obesogenic environment'

Tackling child obesity is a public health priority because obesity increases the risk of a range of major health problems including diabetes, cardiovascular disease, some cancers and muscular-skeletal problems and can impact significantly on a child's emotional wellbeing.

The National Child Measurement Programme (NCMP) measures the height and weight of children in reception class (aged 4 to 5 years) to assess overweight and obesity levels in children within primary schools. Children's heights and weights are measured and used to calculate a Body Mass Index (BMI) centile.

The headline indicator is "excess weight in children", which comprises obesity + overweight categories (Public Health Outcomes Framework indicators 2.06i - Child excess weight in 4-5 year olds)

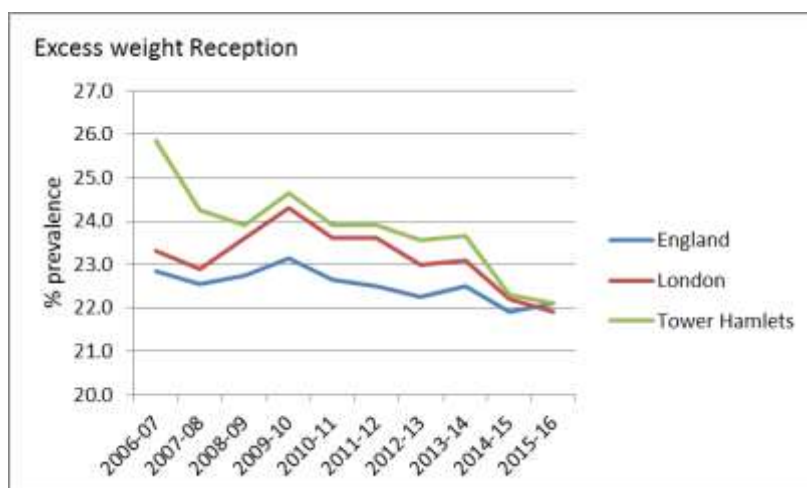
What the latest data shows

The most recent data relates to the 2015-16 school year (and was released in November 2016). Below table and graph representing the NCMP data from 2006/7-2015/16

Table 1: Excess weight trend Reception, 2006/7-2015/16

	England (%)	London (%)	Tower Hamlets (%)
2006-07	22.9	23.3	25.9
2007-08	22.6	22.9	24.3
2008-09	22.8	23.6	23.9
2009-10	23.2	24.3	24.7
2010-11	22.7	23.6	23.9
2011-12	22.5	23.6	23.9
2012-13	22.3	23	23.6
2013-14	22.5	23.1	23.7
2014-15	21.9	22.2	22.3
2015-16	22.1	21.9	22.1

Figure 1: Excess weight trend Reception, 2006/7 – 2015/16



Summary of data for reception (aged 4-5 years)

- *Current year data has brought convergence of excess weight prevalence with London and England (Table 1 and figure 1).*
- *Long term downward trend in ‘excess weight’ (i.e. obesity and overweight combined). The rate of decrease has been significantly greater than that of London and England, the decrease between 2013/14 and the current year (2015/16) has brought about convergence of excess weight prevalence in Tower Hamlets similar to that of London and England (figure 1).*

What are we doing currently?

- ***Tackling child obesity is a priority for Tower Hamlets Health and Wellbeing Strategy (Children's weight and nutrition – changes helping children to have healthy weight, encouraging eating and promoting physical activity). Plan to hold 'Health Summit' in autumn.***
- ***Public Health commissioned universal primary prevention programmes working with school aged children (Healthy Schools) are to support schools to adopt a 'whole school approach' to becoming health promoting settings. The service has prioritised work addressing child obesity, food and nutrition and physical activity, including providing small grants for pupil led projects (funded through the Public Health grant). NCMP data helps schools identify their priority areas for specific health/wellbeing projects in order to achieve gold Healthy Schools London accreditation.***
- ***Work underway controlling the availability of / exposure to 'obesogenic' food and drinks.***
- ***Increasing the walkability / cyclability of the built environment.***
- ***Local Government Declaration on Sugar Reduction and Healthier Food (provided a framework to support local authorities to make a public commitment to improve the availability of healthier food and drinks and to reduce the availability and promotion of unhealthy options). Tower Hamlets has signed up to this Declaration***

Appendix 4 – Strategic Measure Targets for 2017/18

p.215 – Targets on percentage of pupils at primary and secondary school who think they will go to University. This is a welcome measure to be included, especially since it gives a degree of child's voice in our monitoring.

Question 8: Given the level of progress and increased percentages in recent years, are the targets sufficiently ambitious?

This is a borough which is ambitious for its children and young people and education services will set challenging targets to raise aspirations and performance. The evidence of the changing attitudes and increased ambition to attend university is welcome and yes we can review the targets. At a strategic level we also need to ensure we are offering a range of pathways for individuals that lead to improve life chances and opportunities for financial and social fulfilment and that we reflect on the changes we need to make in the system to ensure that graduate unemployment in the borough is minimised.

p.216 – In relation to the percentage of children's social care contacts completed within 24 hours.

Question 9: Can this measure be further clarified in relation to the term 'completed'? Does it mean appropriate initial assessment and referral?

A contact is information received by Children's Social Care which needs to be considered and a decision made on whether a further response is needed. A contact is termed "completed" once the episode is closed. In order for this to happen a decision needs to be taken as to whether to close the contact or to progress for further assessment. The aim is for this decision to be taken within 24 hours of receiving the contact.

p.217 – In relation to percentage of child protection reviews completed in time.

Question 10: Can this measure be clarified to describe how 'in time' is defined/measured? What are the timescales?

The first review children protection conference has to take place within 3 months of the initial conference. This is measured as 91 days after the initial conference. The next review and all subsequent reviews must take place at 6 monthly intervals. These are measured at 182 days.

Other questions

p.185 – This action is marked as complete. However the published policy on the council's website states it is due to be reviewed in March 2017.

Question 11: Is this therefore the latest policy that the council has and was the review undertaken in March?

The Whistleblowing Policy procedure was last reviewed and agreed in September 2016 and a review of this is currently taking place. Alongside the recommendations from Clear up Projects a revised version will be submitted in September 2017 to General Purpose Committee.

p.186 – Digital Transformation Programme

Question 12: How does the work to develop and implement the council's Digital Transformation Programme (which is only 20% completed) relate to the separate proposals going to Cabinet for additional IT investment?

The proposal going to Cabinet on Tuesday seeks the release of £16.5m of the £25m IT reserve to address current IT issues and modernise our infrastructure, including moving from on-premise data centres to cloud services, upgrading the network to cope with additional traffic and providing staff with modern IT equipment to support modern ways of working. This both addresses historic under-investment in IT services and prepares the Council's for digital transformation through the Smarter Together Programmes.

The Smarter Together programmes are identifying their IT requirements, including a customer relationship management system to give the council a single view of residents and residents a single view of the council; a document management system to digitise paper records ahead of the Civic Centre and manage our records to underpin compliance with the General Data Protection Regulations; and software and services to create a reporting hub to enable us to make better use of our data for evidence based decision making.

All of the transformation initiatives rely on the early investment in reliable core IT services provided by the proposed £16.5m investment; and will draw on the remaining IT reserve to fund the work specific for each programme.

<p>Non-Executive Report of the:</p> <p>Overview and Scrutiny Committee</p> <p>14th September 2017</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Ann Sutcliffe, Corporate Director of Place (Interim)</p>	<p>Classification: Unrestricted</p>
<p>Tower Hamlets Local Plan 2031: Managing Growth and Sharing the Benefits (Regulation 19 consultation) AND Adoption of the Statement of Community Involvement (SCI) Refresh</p>	

<p>Originating Officer(s)</p>	<p>Marissa Ryan-Hernandez (Strategic Planning Manager) & Philip Wadsworth (Local Plan Place Team Leader)</p>
<p>Wards affected</p>	<p>All wards</p>

The Committee are asked to note and comment on the contents of the attached report that will be considered by Cabinet on 19th September 2017.

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Cabinet Decision	 TOWER HAMLETS
19 September 2017	
Report of: Ann Sutcliffe, Corporate Director of Place (Interim)	Classification: Unrestricted
Tower Hamlets Local Plan 2031: Managing Growth and Sharing the Benefits (Regulation 19 consultation) AND Adoption of the Statement of Community Involvement (SCI) Refresh	

Lead Member	Councillor Rachel Blake, Cabinet Member for Strategic Development & Waste
Originating Officer(s)	Marissa Ryan-Hernandez (Strategic Planning Manager) & Philip Wadsworth (Local Plan Place Team Leader)
Wards affected	All wards
Key Decision?	Yes
Community Plan Theme	A Great Place to Live

Executive Summary

The Local Plan is the Council's most important planning document, guiding development to help manage future growth across the borough. A new Local Plan has been prepared to respond to local requirements and to reflect national and regional policy changes that have emerged in recent years, such as the borough's housing target which was substantially increased through the London Plan in 2015. The Local Plan has been informed by comments received during two previous rounds of consultation and an up-to-date evidence base.

This report seeks approval to publish the proposed submission version of the Local Plan with associated Integrated Impact Assessment (IIA) and supporting evidence base documents and undertake a statutory public consultation on those documents over a six week period. Following completion of the statutory consultation, the Local Plan along with the IIA, supporting evidence base documents and representations received during the consultation on those documents will be submitted to the Secretary of State to undergo an independent examination in public. To support the new Local Plan an update to the Council's Statement of Community Involvement (SCI) has also been prepared, for which approval is sought to adopt the amendments as a 'SCI Refresh' and replace the existing SCI (2012).

Recommendations:

The Mayor in Cabinet is recommended to:

1. Approve the publication of the *proposed submission version of the Tower Hamlets Local Plan 2031: Managing Growth and Sharing the Benefits* along with supporting information including an Integrated Impact Assessment (IIA), evidence base studies and other

supplementary information for a six week statutory public consultation.

2. Agree that following consultation and a resolution being taken by Council, that the plan should be submitted to the Secretary of State for independent examination;
3. Authorise the Corporate Director of Place after consultation with the Mayor, to make any appropriate and necessary minor amendments to the proposed submission version of the Local Plan and supporting documents prior to the commencement of the consultation period (regulation 19 stage);
4. Authorise the Corporate Director of Place after consultation with the Mayor to make any appropriate and necessary minor amendments to the proposed submission version of the Local Plan and supporting documents following consultation and prior to submission to the Secretary of State.
5. Adopt the *Statement of Community Involvement Refresh* as a revision of the Statement of Community Involvement (July 2012) in accordance with Section 26 of the Planning and Compulsory Purchase Act 2004. For the avoidance of doubt the adopted Statement of Community Involvement Refresh shall supercede the previous 2012 iteration.

1. REASONS FOR THE DECISIONS

- 1.1 Local Plans set a vision and framework for future development to meet local needs and opportunities and reflect national priorities, particularly in relation to housing, the economy, identification and delivery of infrastructure and protection of the environment. They are a critical tool to positively guide development decisions. The National Planning Policy Framework (NPPF) expects local planning authorities to keep plans up-to-date and also review them in whole or in part in response to changing circumstances.
- 1.2 The Council's current adopted Local Plan consists of two documents:
- Core Strategy - this sets out the overarching vision and strategic priorities for the future of the borough (adopted in 2010).
 - Managing Development Document - this sets out more detailed policies to guide development and identifies sites to help deliver the homes and infrastructure we need (adopted in 2013).
- 1.3 Although quite recent documents, the substantial increase in the borough's annual housing target (from 2,885 to 3,931 homes) through the 2015 update to the London Plan along with recent changes to national policy and legislation mean it is appropriate for the council to bring forward a new Local Plan to manage increased growth and respond to emerging trends.
- 1.4 The preparation and adoption of new Local Plans must adhere with statutory regulations set out in the Town and Country Planning (Local Planning) (England) Regulations 2012. Regulation 19 requires the proposed submission Local Plan and supporting documents to be made available for consultation. Prior to adoption, the Local Plan along with supporting documents and representations received during the Regulation 19 consultation must be submitted to the Secretary of State to undergo an independent examination (Regulation 22).
- 1.5 The Statement of Community Involvement (SCI) (adopted in 2012) sets out how consultees can be involved in the preparation of planning documents and the determination of planning applications. Since its adoption, there have been some amendments to legislation and guidance and some terminology has become outdated. In advance of a complete review of the SCI a 'refresh' has been undertaken to ensure that the Council's obligations in progressing the new Local Plan have been met.

2. ALTERNATIVE OPTIONS

Local Plan

OPTION A: ABANDON THE NEW LOCAL PLAN & RETAIN THE EXISTING LOCAL PLAN

- The existing Local Plan has not planned for sufficient infrastructure such as schools, open space and transport to meet need arising from the borough's increased annual housing target and projected employment growth set out in the 2015 London Plan. By not allocating sufficient sites, the borough could miss out on the benefits of growth to the detriment of local people.

- The evidence on which the current Local Plan is based is becoming increasingly out-of-date (for instance, it does not reflect the most up-to-date national and regional policies and legislation). The NPPF / London Plan would become default policies on matters not addressed within the existing Local Plan, meaning local circumstances would not necessarily be reflected to guide planning applications and decisions.
- It also means that in some cases the council's ability to successfully defend refusals at appeal would be compromised.

OPTION B: PARTIAL REVIEW OF EXISTING LOCAL PLAN (WHILE RETAINING ELEMENTS OF THE NEW LOCAL PLAN)

- The vision contained in the Core Strategy (2010) no longer accurately reflects the future challenges, opportunities and aspirations of the council and local community, as set out in the Tower Hamlets Partnership Community Plan 2015. As a result, it makes sense that a new vision for the Local Plan is prepared.
- The policies in the Local Plan should be read as a whole and should be considered together as part of any review.
- Changes to population and new government legislation / guidance have rendered much of the evidence out-of-date.
- With further amendments to planning legislation and another new London Plan forthcoming, it is highly likely that a further detailed review of the existing Local Plan would be required in the near future, whereas a whole new Local Plan would have greater longevity and be easier to update should a need arise.

Statement of Community Involvement Refresh

OPTION A: RETAIN THE EXISTING STATEMENT OF COMMUNITY INVOLVEMENT (SCI)

- It is considered that the current SCI (2012) is considered to be out-of-date.
- Retaining the existing SCI would mean the Council would be at risk of not being able to demonstrate how the Local Plan consultation is fully compliant with new legislation.
- The SCI provides a benchmark against which the consultation on the Local Plan is assessed and approved by the Planning Inspectorate, and therefore should reflect current legislation and guidance in order to be effective.
- The SCI Refresh reflects changes to national and regional policy including neighbourhood planning, duty to cooperate, Community Infrastructure Levy (CIL) and updated out-dated terminology.
- Throughout the Local Plan preparation process, consultation has adhered to the most current legislation and guidance, which is not included in the current adopted SCI.

OPTION B: UNDERTAKE A COMPLETE REVIEW OF THE STATEMENT OF COMMUNITY INVOLVEMENT

- Stage 2 of the SCI review will reflect changes relating to all planning duties, including development management.
- A complete review of the Statement of Community Involvement would

require substantial officer resource to produce. The priority at the current time is to ensure that immediate requirements relating to the new Local Plan and Neighbourhood Planning are addressed.

- A partial review to meet immediate needs will contribute towards a full review anticipated to be undertaken in 2018.

3. DETAILS OF REPORT

THE NEED FOR A NEW LOCAL PLAN

- 3.1 Local Plans set a vision and framework for future development to meet local needs and opportunities and reflect national priorities, particularly in relation to housing, the economy, identification and delivery of infrastructure and protection of the environment. They are a critical tool to positively guide development decisions. The National Planning Policy Framework (NPPF) expects local planning authorities to keep plans up-to-date and also review them in whole or in part in response to changing circumstances.
- 3.2 The Corporate Plan sets out a commitment to prepare a new Local Plan to appropriately manage and guide development anticipated over the next fifteen years to maximise the benefits from development for local people, and to respond to planning policy changes at a national and regional level since the adoption of the current Local Plan. Primarily, this need arises from the significant increase in the borough's annual housing target from 2,885 to 3,931 homes per year, following the adoption of a revised London Plan in 2015.
- 3.3 The government also requires us to keep our Local Plan up-to-date to ensure that it responds to changes in national and regional guidance and policies as well as projections of population and employment growth (see paragraphs 157 and 158 of the NPPF).
- 3.4 Officers are mindful that a new draft London Plan is due to be published for consultation in autumn 2017, at a similar time to the statutory public consultation on the Local Plan (Regulation 19 stage). Officers are confident that the content of our Local Plan will align with the content and direction of the London Plan as they have been working collaboratively with the Greater London Authority throughout the drafting process.

DEVELOPING A NEW LOCAL PLAN

- 3.5 The Local Plan is the borough's key planning document and is a statutory requirement. It sets out policies to guide future growth and investment, as well as secure benefits from new developments such as transport improvements and affordable housing.
- 3.6 Development Plan Documents (Local Plans) must be prepared in accordance with the Town and Country Planning (Local Planning) (England) Regulations 2012. This requires the Local Plan to be (amongst other things):
- subject to rounds of consultation;
 - submitted to the Secretary of State to undergo an independent examination in public; and

- subject to an sustainability appraisal to test the impacts of the plan throughout its preparation (In Tower Hamlets, this process has been integrated into a single appraisal tool, known as Integrated Impact Assessment, which also includes the Habitat Regulations Assessment and Equalities Impact Assessment).

3.7 This Local Plan (regulation 19 stage) has been prepared in compliance with the regulations.

3.8 The indicative timetable for adopting the Local Plan in accordance with statutory requirements is set out in the table below.

	Key Tasks	Stage	Reporting	Timescale
1	Publish the proposed submission version of the Local Plan	Publication (regulation 19)	Full Council	October/November 2017 (6 weeks)
2	Submit the Local Plan to the secretary of state	Submission (regulation 21)		Early 2018
3	Examination in public	Regulation 24		Anticipated Spring 2018
4	Adopt the new Local Plan	Regulation 26	Full Council	Late 2018

KEY ISSUES ARISING FROM PREVIOUS CONSULTATION (REGULATION 18)

3.9 The preparation of the Local Plan has involved two rounds of public consultation (as outlined below):

Key Stages	When	Purpose / nature of stage
Our Borough, Our Plan: A New Local Plan First Steps'	January - February 2016	<ul style="list-style-type: none"> • Review of new and emerging policy and legislation, market changes, political priorities etc. • Outline scope of the plan • Key challenges / opportunities
Tower Hamlets Draft Local Plan 2031: Managing Growth and Sharing Benefits	November 2016 - January 2017	<ul style="list-style-type: none"> • Full draft Local Plan which included policies and site allocations. • Extensive engagement with internal and external stakeholders and members • Council's preferred approach based on evidence • Public drop-in events, area-specific workshops and bespoke meetings

3.10 The Local Plan has been informed by duly made comments received from the Regulation 18 public consultations, further internal stakeholder engagement and additional or supplementary evidence base. A summary of feedback from the November 2016 – January 2017 consultation can be read in Appendix 3.

3.11 The Regulation 18 public consultation was advertised through a variety of methods to promote engagement from as broad a range of persons as possible. This included directly notifying statutory consultees and persons registered to the

Council's planning policy database by e-mail or letter, publishing a public notice in local press, utilising the Council's social media and displaying adverts at bus stops around the borough.

- 3.12 A number of events and meetings were held as part of consultation. This included drop-ins around the borough at which the public were able to view information and documents and gain assistance from officers, area-based workshops, bespoke meetings with specific groups such as the Youth Council, Local Voices (a local disability group) and the Tower Hamlets Housing Forum, and engagement with statutory consultees, key stakeholders and specialist officers from across the Council.
- 3.13 In total 103 representations were received which contained 908 separate comments. The following were the topics to receive most comments:
- Sustainable Places (which included Site Allocations) – 21.8%
 - Design and heritage – 15.3%
 - Housing – 11.7%
 - Economy and jobs – 7.7%
- 3.14 The following points outline the nature of the primary changes to the Local Plan compared to the previous consultation during the Regulation 18 stage as a result of the consultation and engagement highlighted above and further evidence:
- Additional policies have been introduced and existing policies amended to address the recommendations arising from new or updated evidence and comments received during consultation.
 - Alterations have been made to address the government's soundness tests and/or legal compliance.
 - Alterations have been made to policies and supporting text to ensure they are positively worded and/or to improve soundness.
 - Policy designation boundaries and site allocations have been reviewed, with some being amended or removed.
 - General changes have been made to improve the formatting and readability of the document.
- 3.15 To establish the principles and appropriateness of implementing the above changes so as not to contravene the relevant regulations or the spirit in which they are intended, officers have sought advice from the Council's legal services and external counsel. Additional evidence has been produced to support the Local Plan on key challenges arising from the previous consultation and where it is anticipated there will be particular challenge and scrutiny as we prepare for or present at Examination in Public. Additional further support and expertise may be required to defend the Council's position on these and other topics.

TOWER HAMLETS LOCAL PLAN: MANAGING GROWTH AND SHARING THE BENEFITS (REGULATION 19 PUBLICATION STAGE)

- 3.16 The Local Plan combines both strategic and detailed policies in a single document, as per the Government's advice. It covers a fifteen year period, from 2016 until 2031.

3.17 The vision is derived from the existing Council's strategy and plans, as well as a number of discussions with the Mayor and Cabinet. Underpinning the vision, officers have developed two key objectives, which are linked to a series of principles and implementation actions and will be delivered through a development strategy and a series of supporting policies. The vision has largely remained the same as the Regulation 18 consultation document, with some minor amendments.

3.18 Policies are divided into two types.

- Spatial policies. These set out the overarching requirements and land designations covering different themes.
- Development management policies. These provide further guidance on the spatial policies where it is considered appropriate and relevant.

3.19 Site allocations have been identified detailing the land use and infrastructure requirements as well as the design principles and delivery considerations.

PUBLIC CONSULTATION AND NEXT STEPS

3.20 It is critical that the timetable set out in paragraph 3.6 above is adhered to so that the new Local Plan can be adopted as quickly as possible to guide development and help secure community benefits. The progress of the Local Plan and associated risks is closely monitored through a risk register (see Appendix 5), which is kept under review.

3.21 Full details of the consultation and engagement activities planned in support of the new Local Plan have been developed with the Council's communications team and are attached in Appendix 4.

3.22 The consultation on the Local Plan (regulation 19 stage) is anticipated to start on 2nd October 2017 and run for six weeks until 12th November 2017. The start date for the consultation takes into account the ten day 'call-in' period following Cabinet. The consultation period exceeds statutory requirements and meets the standards set in the Statement of Community Involvement (see paragraphs 3.26-3.29 below).

3.23 The Local Plan will be published on the Council's website and residents and stakeholders will be able to make comments on the document online, by email or by post. The website will also contain details of all the consultation activities which will also be publicised in the local press well in advance of the events.

3.24 The visual appearance and layout of the version published for consultation will differ slightly from the version presented to Cabinet. This is because the document is being uploaded to the Council's consultation portal which cannot support the document in its current format.

3.25 The six week consultation is the last opportunity for the public and stakeholders to influence the content of the plan. At this stage, we are seeking views on whether the Local Plan and supporting information and evidence is sound (i.e. appropriate, based on robust evidence and consistent with government policy) and legally compliant.

3.26 In line with the timetable set out in paragraph 3.7 above, feedback obtained through

this regulation 19 statutory consultation alongside the Local Plan will be sent directly to the Planning Inspectorate, who will consider these representations during the examination in public.

- 3.27 Officers will seek to work with those who have submitted representations objecting to elements of the Local Plan and its supporting information and evidence prior to Examination in Public. The objective will be to address matters informally and prepare Statements of Common Ground. Matters that cannot be resolved or that require greater discussion will require the input of the Inspector.
- 3.28 Following the examination in public, the Council will seek to adopt the new Local Plan, subject to the inspector's modifications. At this point, it will formally replace the current adopted Local Plan (the Core Strategy and Managing Development Document).
- 3.29 In advance of adopting the new Local Plan, the Council can begin to apply weight to the draft policies. The material weight of the policy strengthens the closer the Local Plan is to adoption, particularly following the conclusion of the examination in public and receipt of the inspector's recommendations.

STATEMENT OF COMMUNITY INVOLVEMENT

- 3.30 The Statement of Community Involvement (SCI) must be prepared in accordance with the Planning and Compulsory Purchase Act 2004.
- 3.31 The council's SCI has been refreshed to bring the document up-to-date following changes to planning policy legislation and guidance at national and regional level. These reflect changes relating to the plan making process, namely the principles of consultation in relation to neighbourhood planning, community infrastructure levy and the duty to cooperate.
- 3.32 The SCI was subject to public consultation alongside the regulation 18 document in November 2016. Two consultation responses were received. One of the consultation responses received from Historic England suggested minor amendments to Section 14 of the SCI to align with the 2015 Directions – Arrangements for handling heritage applications. This is considered a development management matter and will be addressed during a second phase of the SCI review. The second representation received from Natural England supported the SCI refresh and the principle of meaningful and early engagement of the general community, community organisations and statutory bodies in local planning matters.
- 3.33 The revised SCI (see Appendix 6) will require approval from Cabinet alongside the proposed submission version of the Local Plan in September 2017.
- 3.34 A second stage of the SCI update is needed to review the principles of consultation in relation to the development management process, with the intention to go out to public consultation in summer 2018.

CONCLUSIONS

- 3.35 The Local Plan draws on a wide range of sources, including regulation 18 responses, discussions with the Mayor, members, internal officers and external

stakeholders and on the recommendations of an extensive supporting evidence base.

- 3.36 In order to deliver a new Local Plan within the proposed timeframe, it is essential that the Mayor in Cabinet supports the recommendations of this report and the progress of the document to Full Council following the close of consultation.
- 3.37 In order to ensure that the most recent consultation requirements are adhered to, an update to the Statement of Community Involvement has been made.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

- 4.1 This report seeks approval to undertake consultation on the proposed Tower Hamlets Local Plan 2031 and, following the statutory consultation period, to submit the Plan along with the representations received to the Secretary of State.
- 4.2 Whilst there are no specific financial consequences arising directly from the recommendations in the report, ultimately the Local Plan will underpin key decisions in relation to the allocation of the limited resources available within the borough, and will influence the shaping of the Council's Medium Term Financial Strategy and Capital Strategy. In particular it will provide the basis for estimating the need for and cost of providing Council services based on changes to the borough's population together with the additional revenue generated from locally generated funding sources – Council Tax and increasingly Business rates.
- 4.3 The various studies and evidence required to support the plan set out some of the challenges that the Authority and its partners may face over coming years as a result of demographic and economic growth. Individual infrastructure developments will need to be subject to detailed planning at the appropriate time, including consideration of the financial impact on both partner organisations and on the Council. The Local Plan and supporting data will also provide evidence to determine the charging schedules in relation to Section 106 obligations and the Community Infrastructure Levy, and to inform decisions concerning the appropriate use of the resources secured.
- 4.4 The main costs associated with the development of the Local Plan are staffing related and are financed from within existing resources. The consultation process will lead to expenditure on items such as advertising, printing, hiring venues and facilitating public meetings for which there is existing budgetary provision.

5. LEGAL COMMENTS

- 5.1 This report seeks the approval of the Mayor in Cabinet for the proposed submission version of *The Tower Hamlets Local Plan 2031: Managing Growth and Sharing the Benefits* (“the proposed Local Plan”) to proceed to public consultation. The report also asks the Mayor to agree that following the close of consultation and a resolution having been taken by Full Council, that the submission version of the proposed Local Plan be submitted to the Secretary of State for independent examination, along with supporting documents. The report also asks the Mayor in Cabinet to adopt the Statement of Community Involvement Refresh as a revision to the 2012 version.

The Local Plan

- 5.2 It is a statutory requirement for a local planning authority (LPA) to identify the strategic priorities for the development and use of land in the authority's area, and the policies to address these priorities must be set out in the LPAs development plan documents (DPDs), save where policies to address those priorities are set out in the spatial development strategy (the London Plan).
- 5.3 The Council's Local Plan once adopted will, along with the London Plan, form the Council's development plan (along with any neighbourhood plans that might follow). Together these documents are the key planning policy against which planning applications and permissions in principle will be assessed, and Section 38(6) of the Planning and Compulsory Purchase Act 2004 (the PCPA 2004) provides that if regard is to be had to the development plan for the purpose of any determination to be made under the planning acts, the determination must be made in accordance with the plan unless material considerations indicate otherwise.
- 5.4 The preparation/consultation, examination and adoption of a DPD is controlled by the PCPA 2004, The Town and Country Planning (Local Planning) (England) Regulations 2012 (the 2012 Regulations) and the National Planning Policy Framework. The regulations provide two stages of statutory consultation for the preparation of a DPD. In respect of the draft Local Plan the first stage of consultation was carried out between November 2016 and January 2017, and this report seeks permission for the second stage of consultation to commence.
- 5.5 Pursuant to Section 19 of the PCPA 2004 as part of the Council's development plan, the Local Plan must:
- a. be prepared in accordance with the Council's Local Development Scheme; and
 - b. taken as a whole include policies designed to secure that the development and use of land in the Council's area contribute to the mitigation of, and adaption to, climate change.
- 5.6 The Local Plan must be in general conformity with the Spatial Development Strategy for London (known as the London Plan).
- 5.7 Section 19 of the PCPA 2004 and Regulations 8, 9 and 10 of the 2012 Regulations set out the requirements for Local Plans, and matters to which the Local Planning Authority must have regard in preparing the plan. *Inter alia* in preparing the Local Plan the Council are required to:
- have regard to *inter alia* national policies and advice contained in guidance issued by the Secretary of State and the Spatial Development Strategy for London (i.e. the London Plan);
 - comply with the Council's Statement of Community Involvement;
 - carry out an appraisal of the sustainability of the proposals in the document and prepare a report of the findings of the appraisal; and
 - comply with the duty to co-operate with other local planning authorities and

prescribed bodies and persons in respect of strategic matters.

- 5.8 Consultation must be carried out in accordance with the 2012 Regulations and the Council's Statement of Community Involvement. The Consultation and Engagement Strategy (Appendix 3) set out how the Council will meet these requirements. During the consultation period representations will be invited from the public and key stakeholders for a 6 week period running from the date of local advertisement. Following this consultation, the Local Plan will be submitted to Full Council, to approve its submission to the Secretary of State for examination. This is because the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 provide that the process of preparation of a DPD is an Executive responsibility but the formal process of submission to the Secretary of State and its adoption are the responsibility of Full Council (Regulation 4). It is also noted that a DPD is a plan which must by statute to be included in the Council's policy framework. The Budget and Policy Framework Procedure as set out in Part 4.3 of the Council's Constitution therefore applies.
- 5.9 As a DPD the Council are required to submit the proposed Local Plan, along with all relevant documents and information to the Secretary of State for independent examination. An inspector will be appointed by the Secretary of State who will determine whether the Local Plan satisfies the relevant statutory requirements, whether it is sound and whether the Council have complied with the duty to co-operate.
- 5.10 Following public examination the Inspector will issue a report making recommendations as to the soundness of the DPD which the Council must publish. Following receipt of the report the Council will seek to formally adopt the final Local Plan in line with the Inspector's recommendation. Full Council will be asked to formally endorse adoption at that time.

The Statement of Community Involvement

- 5.11 The Council's statutory duty to prepare a SCI is set out under Section 18 of the PCPA 2004. A SCI is a statement setting out how the Council will involve persons interested in the development of land in the area, in the exercise of the Council's planning functions. Section 18(3) provides that the SCI is a Local Development Document subject to it being adopted by the Council (as per Section 17(8) of that Act).
- 5.12 Previous changes to legislation reduced the scope of the procedural requirements for the consultation and adoption of SCIs (or amendments thereto) and there is no longer an express statutory requirement for consultation. It was felt however, that it is implicit from Section 23 of the PCPA 2004 that such adoption may be subject to consultation (i.e. the proposed revised SCI can be modified to take account of any representations received prior to such adoption) even though it is no longer expressly required by the 2012 Regulations. Moreover, it was considered that there could be a common law duty on the Council to consult as an aspect of the duty of fairness, and that given its importance, it would be good practice and fair that interested persons are aware of any proposed changes to the SCI and given an opportunity to comment on them before they are made. Accordingly consultation was carried out which is considered to have met the legal principles for consultation. The Mayor in Cabinet should give formal consideration to the outcome of the consultation (as detailed in paragraph 3.33) before deciding whether to adopt the

revised SCI.

- 5.13 Once adopted, the revised SCI should be publicised on the Council's website.

Equalities

- 5.14 In carrying out the function of preparing a Local Plan and a Statement of Community Involvement, regard must be given to the public sector equalities duty to eliminate unlawful conduct under the Equality Act 2010. The duty is set out at Section 149 of the 2010 Act. It requires the Council, when exercising its functions, to have 'due regard' to the need to eliminate discrimination (both direct and indirect discrimination), harassment and victimization and other conduct prohibited under the Act, and to advance equality of opportunity and foster good relations between those who share a 'protected characteristic' and those who do not share that protected characteristic.
- 5.15 In respect of the Local Plan this report indicates that an equalities impact assessment has been carried out as part of the Integrated Impact Assessment. The Integrated Impact Assessment will also ensure that the Council complies with its duties under the Conservation of Habitats and Species Regulations 2010 and the Environmental Assessment of Plans and Programmes Regulations 2004.
- 5.16 In respect of the SCI an equality analysis has been carried out which concluded that the project does not appear to have any adverse effects on people who share protected characteristics and no further actions are recommended.

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1 For the Local Plan, a full equalities screening and Equalities Impact Assessment (EqIA) has been prepared and is included as part of the Integrated Impact Assessment. It noted that a full EqIA is not necessary at this stage in the process as the draft Local Plan had exhibited due regard to the Council's Public Sector Equality Duty. Policies on safeguarding and provision of accommodation for Gypsies and Travellers were positive and the provision of adaptable and accessible accommodation will bring positive outcomes for the disabled and others. For the Regulation 19 consultation contact will be made with all groups, including those identified in the Council's Single Equality Framework, that were contacted during the previous stage of consultation. Officers will continue to work with the Council's Equalities team to ensure actions are undertaken to mitigate any impacts on the equality profile of those affected by the Local Plan.
- 6.2 An Equalities Analysis has also been undertaken for the SCI Refresh and it is included as Appendix 7. It concluded that the project does not appear to have any adverse impacts on people who share Protected Characteristics and no further actions are recommended.

BEST VALUE (BV) IMPLICATIONS

- 7.1 The new Local Plan will enable the Council to continue to ensure that the delivery of housing, infrastructure and other new development is optimised, and that social, economic and environmental benefits continue to be secured and shared across the borough and beyond. The development of sites following the policies and guidance contained within the new Local Plan will generate Section 106 and Community

Infrastructure Levy (CIL) contributions, where relevant. This may include the delivery of new affordable housing, local enterprise and employment opportunities, public realm enhancements and transport infrastructure.

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

8.1 A Sustainability Appraisal (SA) is a legal requirement for the preparation and development of a Local Plan. Under the Planning and Compulsory Purchase Act 2004, a Sustainability Appraisal must comply with the requirements of a Strategic Environmental Assessment (SEA). The SEA ensures environmental issues are incorporated into the Local Plan and assessed in decision-making throughout the entire plan making process. The SA report will be submitted to the Secretary of State alongside the new Local Plan as part of the IIA. An IIA summary is included with this report as Appendix 2.

9. RISK MANAGEMENT IMPLICATIONS

9.1 Throughout the drafting process of the new Local Plan it has been regularly reported and presented to a number of internal groups that consider risk management issues and mitigation measures. These have included:

- Local Plan Internal Stakeholders Group
- Development and Renewal Directorate Management Team; and
- Corporate Management Team

9.2 A Project Initiation Document (PID) was approved by the Corporate Leadership Team (CLT) in May 2015. Officers have worked collaboratively across the relevant services on developing the new Local Plan and its evidence base through CLT and a Local Plan Internal Stakeholder Group. The Mayor of Tower Hamlets and Lead Member for Strategic Development and Waste have been briefed frequently on the new Local Plan, providing significant input into the development of the Local Plan.

10. CRIME AND DISORDER REDUCTION IMPLICATIONS

10.1 The Local Plan contains policies that seeks to ensure the design of developments minimises opportunities for crime and creates a safer and more secure environment.

11. SAFEGUARDING IMPLICATIONS

11.1 The Local Plan is not considered to give rise to any safeguarding implications.

Linked Reports, Appendices and Background Documents

Linked Report

- NONE

Appendices

- Appendix 1: Proposed submission version of the *Tower Hamlets Local Plan 2031: Managing Growth and Sharing the Benefits*

- Appendix 2: Integrated Impact Assessment
- Appendix 3: A summary report of the second stage of public consultation on the draft Local Plan (Regulation 18)
- Appendix 4: Consultation and Engagement Strategy Publication Stage (Regulation 19)
- Appendix 5: Risk register
- Appendix 6: Statement of Community Involvement Refresh
- Appendix 7: Statement of Community Involvement Refresh Equality Analysis Quality Assurance Checklist

Background Documents

- Green Grid Strategy Update (2017)
- Historic England Heritage at Risk Register
- Housing Delivery Strategy (2017)
- Indoor Sports Facilities for the Future (2017-2027)
- Tall Buildings Study (2017)
- Open Space Strategy (2017)
- Parking and Freight Study (2017)
- Preferred Office Location Boundary Review (2017)
- Pubs in Tower Hamlets – An Evidence Base Study (2017)
- Site Allocations Methodology (2017)
- Small Sites Affordable Housing (2017)
- Strategic Housing Market Assessment (2017)
- Viability Assessment (2017)
- Waste Management Evidence Base Review (2017)
- Water Space Study (2017)

Officer contact details for documents:

N/A

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<p>Overview and Scrutiny Spotlight Session Developing a Special Educational Needs and Disability Strategy 14th September 2017</p>	 TOWER HAMLETS
<p>Report of: Christine McInnes</p>	<p>Agenda Item:</p>
<p>New Strategy for Children and Young People with SEND: proposed consultation update</p>	

Lead Member	Cllr Amy Whitelock-Gibbs
Originating Officer(s)	Christine McInnes
Wards affected	All wards
Key Decision?	Yes

1. Executive Summary

1.1. An external review of SEND last year identified some support for children and young people with special needs and disabilities is good but there were significant areas in urgent need of review and improvement. Benchmarking showed the demand for Education, Health and Care Plans in Tower Hamlets to be relatively high and growing whilst national funding is relatively static. The development of a new SEND strategy is needed to provide a clear and transparent framework to support the difficult decisions we need to make to ensure good value for money, fairness and equity. This paper provides

- Data on children and young people with SEND and available funding
- The rationale for the development of a new SEND strategy
- The proposed structure of the draft strategy and an outline of the development process
- Proposed governance of SEND.

1.2 The strategy is being produced jointly between LBTH Children’s Services and Tower Hamlets CCG.

1.3 Definitions:

Special educational needs and disabilities (SEND) is defined as where a child or young person who has a learning difficulty or disability which calls for special educational provision to be made for him or her (DfE 2015). A child or young person of compulsory school age has a learning difficulty or disability if he or she:

- has a significantly greater difficulty in learning than the majority of others of the same age, or
- has a disability which prevents or hinders him or her from making use of facilities of a kind generally provided for others of the same age in mainstream schools or mainstream post-16 institutions. (DfE 2015)

2. DETAILS OF REPORT

2.1 **Data on children and young people with SEND**

National prevalence of SEND

There are 1,244,255 children and young people with SEND attending schools / colleges in England, 14.4% of the pupil population. Of these 11.6% have been assessed by schools as having a need for SEN support and 242,185 (2.8%) have been assessed as needing a statement of SEN or an EHC plan (DfE 2017). In England (see Fig 1) the most frequent primary need of pupils assessed as requiring a statement or an EHC plan is autistic spectrum disorder (ASD) whilst for those at SEN support the largest groups are those with moderate learning difficulties (MLD) and speech, language and communication needs (SLCN), respectively. Professionals anticipate that, over time, the proportion of these with an EHC plan with MLD will reduce, as their needs are predominantly met in mainstream.

2.2 Fig 1 Percentage of pupils by primary SEND need who are identified at SEN support or with an EHC plan (national prevalence)



Source: Schools census, January 2017

2.3 Local prevalence of SEND

There are 46,680 pupils attending school or college from Tower Hamlets and 9,576 (16.4%) of these children and young people are identified as having SEND. Of those with SEND 2,257 have an EHC plan (about 4.8% of all pupils). Fig 2 shows that the largest group of those with an EHC plan, by primary need, is those with speech, language and communication needs (SLCN), at 28.6%, and then those with autistic spectrum disorder (ASD), at 24.3%. The proportion of pupils with an EHC plan continues to increase and is the second highest proportion across local authorities in England.

2.4 Of children and young people identified at SEN support the largest group is also those with speech, language and communication needs (SLCN), about 39.9%,

and then those with social, emotional and mental health needs (SEMH) who make up 22.2% of the total.

2.5 Overall, the ethnicity profile of children and young people with an EHC plan mirrors that of the school-aged population in Tower Hamlets (see: fig 3). The two main groups for whom there is a higher proportion with SEND are white British and black British: Somali.

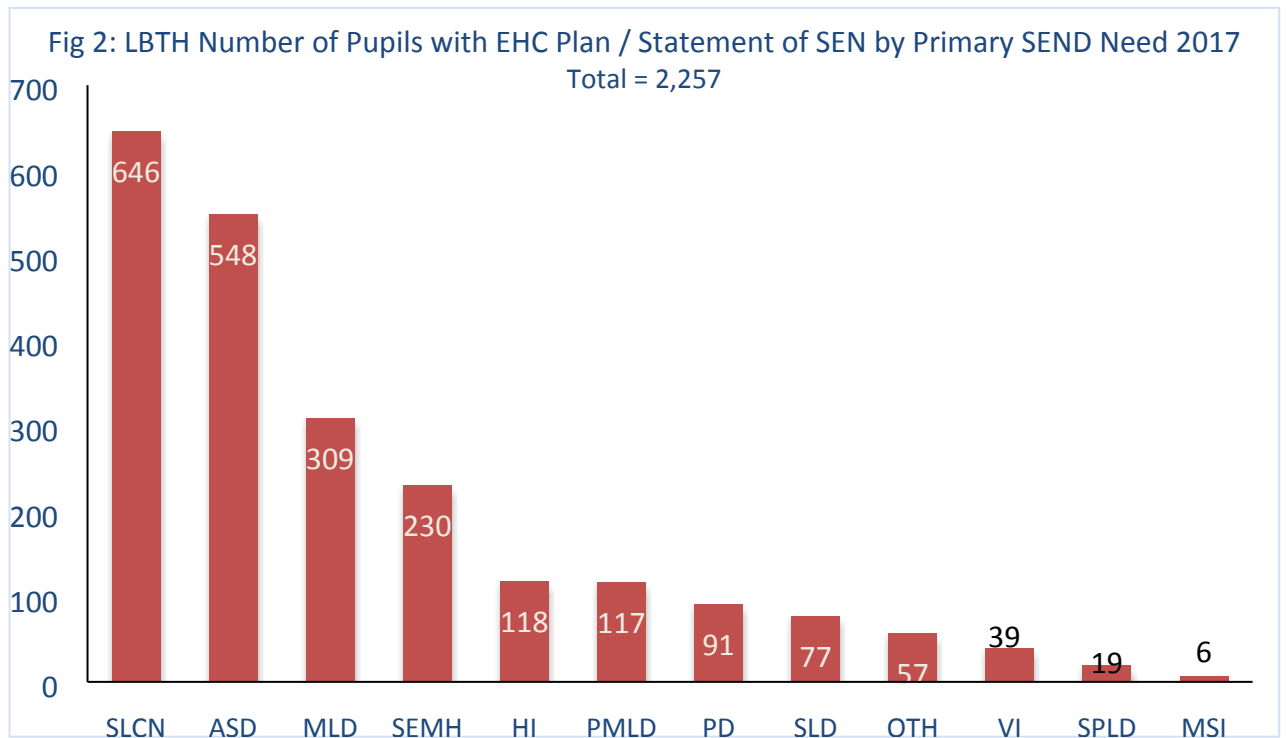
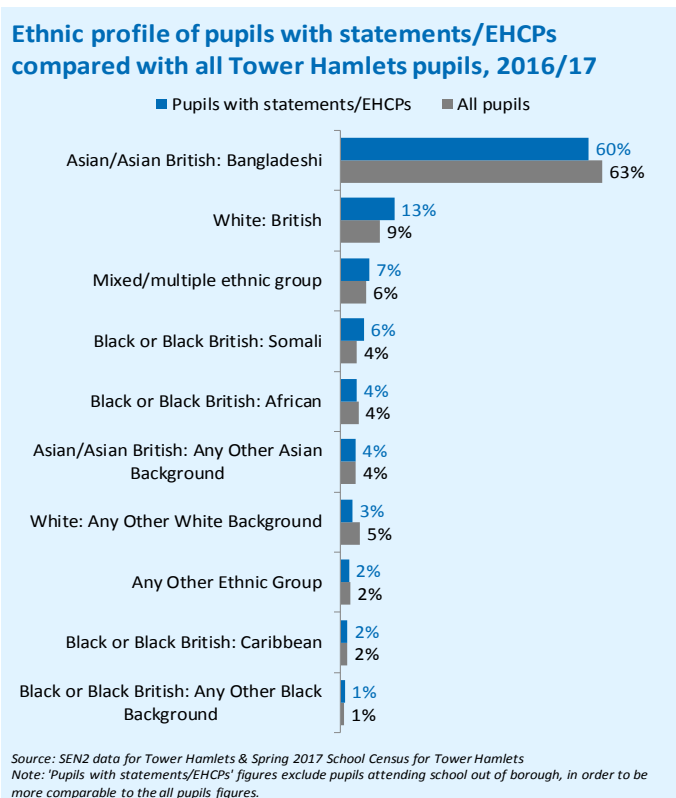


Fig 3.



2.6 In 2017 there are about 800 children and young people who have been assessed to receive short-break support from the Children with Disabilities Team and a further 145 young people between 18 and 25 in receipt of support from the community learning difficulties service. Although between 40 and 50 of these young adults have been assessed to meet thresholds for supported accommodation, there are less than a hand-full of units available within the Borough, so most are accommodated outside Tower Hamlets.

2.7 Finances

- High needs funding block (from the DfE), in 2017-18, is about £44.5 million. Over 90% of this is allocated to schools in the form of top-up payments for additional support for children and young people with an EHC plan. Last year this budget was overspent by about £1.3 million;
- Children's social care CYP with SEND: £4.6 million; including short breaks, respite and complex care packages.
- TH CCG (NHS) estimates it commissions over £2.1 million of health care for CYP with an EHCP or statement. There is further NHS support commissioned for those at SEN support.

2.8 **The rationale for developing a strategy**

The Children's Services SEN Review which reported early in 2017 found that though school provision is largely good or outstanding, there was an urgent need for transformation of the system, (a summary of the Review is included as Appendix A). These findings were confirmed by the outcomes of an audit of the SEN service and concerns raised by the DfE around performance.

2.9 The need for a new strategy to provide the framework for the transformation process was identified by the review. Initial development work on the vision, principles and priorities for a strategy were used in an early community engagement process during June and July and feedback confirmed strong support for a strategy from professionals, parents/carers and young people. A summary of the engagement process and its outcomes can be seen in Appendix B. Feedback from this work has been used to inform the draft strategy.

2.10 **The proposed structure of the draft strategy and an outline of the development process.**

The strategy will set out the borough's direction for 2018 to 2022 and aims to establish a flexible and responsive SEND system for children and young people with SEND aged from 0 to 25 years of age and their families. The strategy will include particular focus on educational achievement, together with vital social care and health care support, and the processes that assist children and young people to learn and achieve and lead full lives. The Strategy will be led by the London Borough of Tower Hamlets (LBTH) and Tower Hamlets Clinical Commissioning Group (THCCG).

2.11 Feedback from the early engagement work has been used to shape the draft vision and proposed list of principles which will be used to draft the strategy. Our proposed vision is:

‘for all Tower Hamlets’ children and young people with special educational needs and disabilities to lead fulfilling lives and achieve independence, through being supported to learn, thrive and achieve by their families, services and their local communities.’

2.12 The draft principles will be presented as charter in the draft strategy.

Across Tower Hamlets we are committed to:

- *All services providing high-quality education and care.*
- *Education, health and social care services that work together well and share accurate information in the best interest of the child and their family.*
- *Children and their parents / carers helping to plan and make choices about their support as much as possible.*
- *Funding and support that is shared out fairly and openly.*
- *Young people with SEND being helped to be as independent as possible.*
- *Identifying SEND as early as possible and provision that is available locally to the family within supportive communities.*

2.13 The agreed draft priorities for the strategy are as follows:

2.13.1 ***Leadership and accountability:*** *a strategically-led, evidence-based system that is overseen and reports to a new Children and Young People’s SEND Board. This section would also include oversight of planning for specialist place numbers and the workforce to deliver the future SEND system. Lead accountability for budgets that support children and young people with SEND would be identified and leadership offered to a Tower Hamlets approach to personal budgets.*

2.13.2 ***Outcome-driven pathways for learning and support:*** *including developing ‘life course’ pathways for key groups of children and young people with SEND; a new outcome-framework that is disseminated and monitored through annual reviews and revised curricular offers; maintaining high standards for children and young people with SEND across schools in LBTH and for those in out-of-area schools.*

2.13.3 ***Timely identification and assessment (for children and young people with SEND):*** *overhauling the EHC / AR processes to provide effective and efficient needs assessment together with implementing changes to early years identification of SEND. Streamlining assessment and review processes so, as much as possible, parents / carers can tell their story once.*

2.13.4 ***Involvement and clear information:*** active engagement with parents / carers throughout the SEND system; continuing improvements to communication with parents / carers including via the Local Offer website; effective information-sharing systems between health - social care - education. Community engagement: dialogue with identified communities to address myths about SEND and encourage supportive attitudes to families with a child with SEND.

2.13.5 ***Good transitions:*** strong focus on improving transitions across education-health-social care for young people from age 14; a significant increase in the opportunities for supported work experience / employment and training pathways to reach these; partnership to increase access to housing for young people with SEND; improvement in coverage of EY health screening and support for school preparedness.

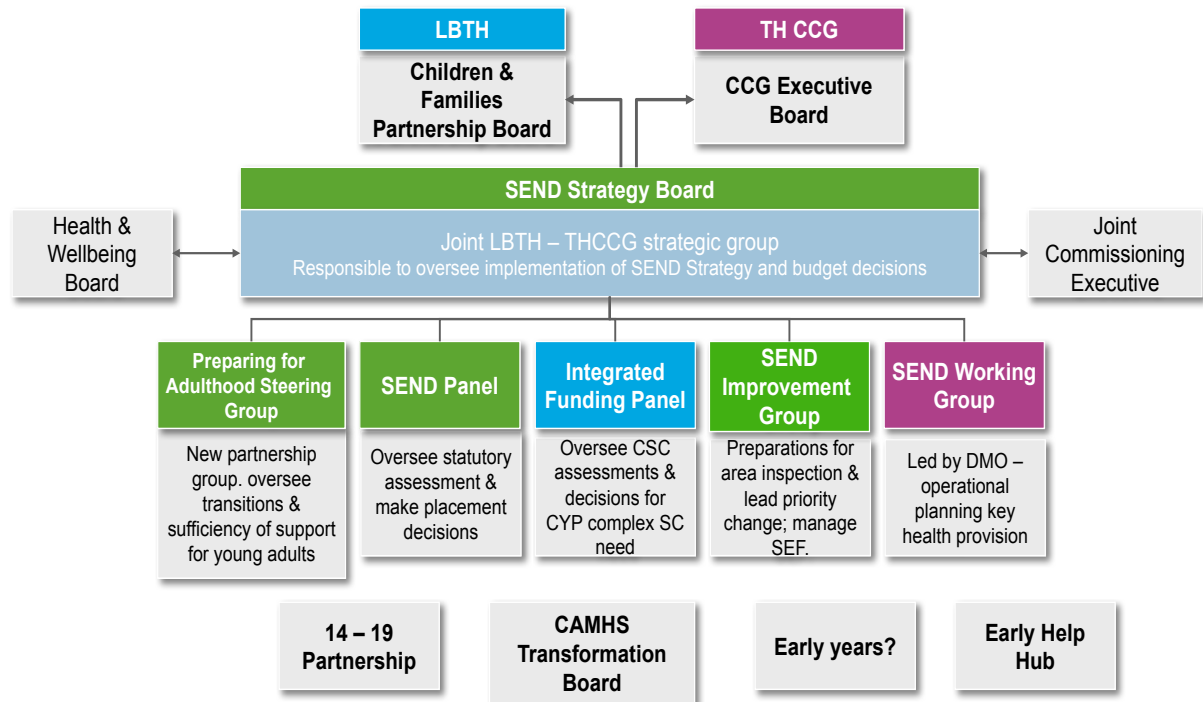
2.14 The draft strategy will be consulted on from mid-October in parallel with a review of the High Needs Funding block conducted in collaboration with an advisory group of headteachers representing both mainstream and special schools.

2.15 The intention is to publish the final strategy, informed by the outcomes of the consultation before the beginning of the new financial year.

2.16 Proposed accountability structures for the SEND strategy

Below is a draft proposal for structures to provide the leadership and accountability to a new SEND Strategy. The proposal is for a strategic board made up of senior service managers and headteachers, together with representation from parents / carers and the community and voluntary sector. This SEND Board would be accountable to the Children and Families Partnership Board and to the THCCG Executive Board. There would be clear lines of communication and reporting to the Health and Wellbeing Board and to the Joint Commissioning Executive too.

Draft SEND accountabilities



2.17 The proposal sets out a number of existing groups, such as the health-led SEND Working Group and the SEND Panel, reporting to the Strategy Board. The SEND Improvement Group would have some flexible membership in order to be tasked by the Board to drive forward key improvement challenges. A Preparing for Adulthood group would be new and is proposed in order to respond to the important and complex challenges for services and support for young adults with SEND.

3. FINANCIAL IMPLICATIONS

- 3.1** The financial context for the SEND Strategy is determined by the funding provided by the Government through the Dedicated Schools Grant (DSG). This is a ring-fenced grant provided by the DfE to fund all education provision. Like many aspects of the public sector this has experienced recent changes in the approach and will no doubt be subject to further change. However, for the purposes of the SEND strategy it is important to have clarity about the available funding because if the Strategy is to realise its aims, then there will be financial implications and they will need to be achieved within the available resources and agreed by the Schools Forum.
- 3.2** Previous meetings of the Schools Forum acknowledged the increasing pressure on the DSG and in particular in relation to funding for SEN and High Needs pupils in maintained schools and special schools, If there are revenue changes that schools may wish to explore, there would need to be a consultation in the Autumn Term, to implement with effect from April 2018.
- 3.3** There are no current financial implications to council funding as a result of this strategy.

4. LEGAL COMMENTS

4.1 The Council has a statutory duty to make appropriate educational provision for children and young people under 25 with special educational needs under the Children and Family Act 2014.

4.2 A review and overhaul of the current SEND strategy will assist in ensuring that the Council meets its statutory obligations appropriately and could reduce the number of legal challenges by parents to the Council's decisions in this area. It will also assist the Council to meet its Best Value duty

5. ONE TOWER HAMLETS CONSIDERATIONS

5.1 The vision is for all Tower Hamlets' children and young people with special educational needs and disabilities to lead fulfilling lives and achieve independence, through being supported to learn, thrive and achieve by their families, services and their local communities.

6. BEST VALUE (BV) IMPLICATIONS

6.1 A new SEND strategy will set the framework for future budgeting decisions for the, in excess of, £44.5 million annual SEND budget. Due to increased demand, this budget is under pressure and the strategy proposes that fairness should be a key principle underpinning decisions support and resources to enable this.

7. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

7.1 None

8. RISK MANAGEMENT IMPLICATIONS

8.1 The consultation for a new SEND Strategy is built on the recent SEN Review and its local evidence to inform proposed change and development. There will need to be key messages identified and concerted and coordinated steps to effectively communicate these to stakeholders to rebuild trust and co-production across the SEND arrangements.

9. CRIME AND DISORDER REDUCTION IMPLICATIONS

9.1 None

10. SAFEGUARDING IMPLICATIONS

10.1 Children and young people with SEND are a key group of vulnerable members of Tower Hamlets' communities. The SEND Strategy will support increased consistency through establishing vision for all services across the Borough and to make the identification and assessment processes are timelier, resulting in better multi-agency support for some of the most vulnerable families.

Children's Services SEN Review:

Summary

March 2017



Under the Children and Family Act 2014, all local authorities have a statutory duty to identify resident children and young people under 25 who have special educational needs and disabilities (SEND) and ensure that the necessary statutory provision is made to deliver their entitlement to education.

A child with SEND is one who has a learning difficulty or disability, which is defined as:

- having a significantly greater difficulty in learning than the majority of others of the same age, or
- having a disability which prevents or hinders him or her from making use of facilities of a kind generally provided for others of the same age in mainstream schools or mainstream post-16 institutions.

Purpose of the Review

The review was commissioned by the Director of Children's Services and the Lead Member for Children's Services and took place between May 2016 and February 2017. The reasons were:

- a. Special educational needs (SEN) services had not been reviewed for approximately 15 years.
- b. Headteachers have been reporting that their ability to meet the demands and needs of their pupils with SEND are limited by uncertainties about funding and lack of overall vision for SEND.
- c. Demand for statutory assessments and support have been rising, whilst the finances allocated to the Borough have largely remained unchanged.

Approach Taken

The main focus has been upon listening to the voices of those who use services and provide SEN services. Time was taken conducting interviews and consultative groups at fifteen mainstream schools and all the special schools in the borough, together with meetings with key teams such as Support for Learning, Early Years and the Parents Advice Centre. During the review meetings took place with over 120 parents / carers and over 40 children and young people with SEND. Available SEND data was also reviewed.

Key Findings

1. School provision is largely good or outstanding. Overall pupils identified with SEND are supported to learn and make good progress.
2. Parents / carers report satisfaction with the services provided for their children, especially at school.
3. Parents / carers were largely unhappy with the length of time it took for their child to begin most support services and about the lack of information available to them.
4. Children's Services overall expenditure on SEND services and support is relatively high and there is a strong commitment to providing support. The review remarked on some inconsistencies such as the resource allocation for the SEN Team, that coordinates statutory assessments, is low.
5. Statutory assessment and conversion processes for SEND are poor. Education, health and care plans (EHCPs) are poorly produced with too little engagement with parents / carers or the child or young person. There is an unsatisfactorily large backlog of statements of SEN and learning disabilities assessments to be converted to EHCPs.

6. The Local Offer was reported by parents / carers as being difficult to navigate and incomplete and practice in co-production needs to be developed in some teams that support children and young people with SEND.
7. Data about children and young people with SEND in both Children's Services and the Clinical Commissioning Group (CCG) are incomplete. Despite increasing demand, there is little work to project future levels of need in order to plan future places or types of provision.
8. There is inconsistency across early years' services of screening and identifying families with children with developmental needs. This is starting to be addressed as part of a reorganisation of the early years' services, including more integrated data and working with health professionals.
9. Joint commissioning and integrated working between Children's Services and the CCG are in need of development. Whilst a joint, 'memorandum of understanding' is in place, the review makes the case for SEND being a distinct thread in any children's joint commissioning.
10. Families' experience of the transition to adult services was generally a poor one. Although, not a focus for the current review, it is necessary to report that the reviewer found a disconnect between Children's Services and Adult Services within the Council, that young people did not feel properly involved in planning and that schools found themselves largely left to lead the planning.

Recommendations

There are features of the provision and support for children and young people with SEND in Tower Hamlets that are good and that support them to achieve and be included at school and in their communities. However, there are important areas for development and a need to renew and establish a more united vision and direction that is in agreement with parents / carers. The review makes the following recommendations:

- A. To refresh the Tower Hamlets vision for children and young people through the development of a new SEND Strategy. This strategy should set out the ambitions and commitments for the next five years and, if possible, be jointly owned with the CCG. New reporting and accountability arrangements will need to be set up to monitor the implementation of the strategy.
- B. To overhaul the statutory assessment processes and ensure there is sufficient staffing to deliver the requirements for the conversion of statements of SEN and the completion of timely EHC needs assessments and EHC plans. To ensure there is reliable record keeping, that these data can be shared appropriately across Children's Services and that EHC needs assessment is aligned with other children's assessments, in social care and in health.
- C. To include future demand projections for specialist, SEND provision and places within wider school planning arrangements. Sufficient places need to be delivered within the constraints of the high needs funding budget and it is recommended that headteachers lead a review of the deployment of this budget now and in the future.
- D. Conduct a review of current arrangements and progression for 14 to 25 year olds with SEND and ways to ensure better planning for the transition to adult services and the achievement of improved learning outcomes and independence for young people with SEND.
- E. Set in motion arrangements for increasing joint commissioning between health, education and social care for children with SEND and their families. These arrangements should oversee work on commissioning personal budgets and greater integration across early years' services.
- F. Co-production with parents / carers and their children should be developed widely across the Borough, building on practice already in most schools, and monitored via periodic reviews and surveys.

A NEW S.E.N.D. STRATEGY FOR CHILDREN & YOUNG PEOPLE



EARLY ENGAGEMENT

Why a new S.E.N.D. Strategy in Tower Hamlets?

The London Borough of Tower Hamlets carried out a review last year of how well children and young people with special educational needs and disabilities (SEND) are supported in the Borough. The Review told us that our schools, in particular, are doing a good job with our children with SEND, but that there were many things that could be organised and arranged better, including improved information for parents / carers, effective statutory assessment processes and stronger leadership for SEND services.

As a result, the Council and the NHS (Tower Hamlets Clinical Commissioning Group) plan to produce a new strategy that will establish stronger leadership and shape the future direction for children and young people with SEND. This early engagement process has been the first step in developing the Strategy.

What did we do during the early engagement?

There has been no strategy for children and young people with SEND in Tower Hamlets for over 10 years, so we decided it was important to speak with key people (parents / carers, children and young people, professionals) about what really matters to them and the challenges for the next five years. We organised meetings at schools and through established networks such as the Parents Advice Centre and the

**“In 2022 I will be
19. I will be
doing things
myself: I will be
shopping and I
will have money
to spend.”**

Student

Council for Voluntary Service. We also had discussions with those working with children and young people with SEND.

During May and June 2017 we spoke with over 630 people, including 75 children / young people with SEND and about 120 parents / carers during. We also had about 40 responses to our online survey.

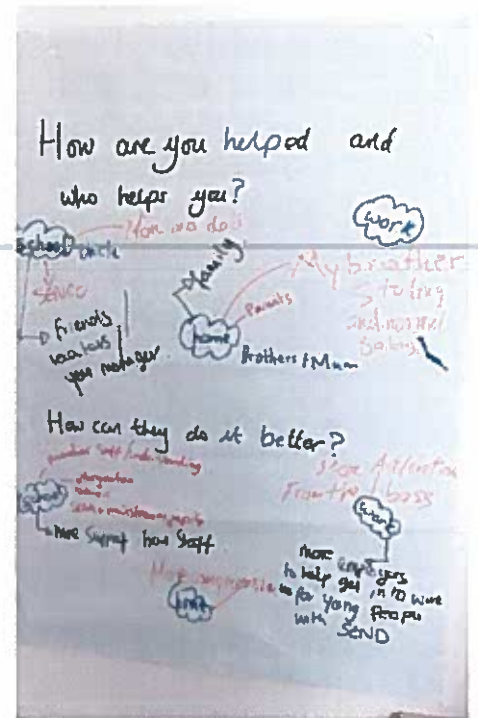
What we were told:

We asked about the future for children and young people under seven themes. The key feedback for each theme is summarised below. We also consulted on a possible vision statement and principles for the Strategy.

a. Leadership and accountability

"I want to know who I should speak to if things aren't working for my child." Parent.

"As a voluntary-sector organisation we have found the Council will let us get involved to up to a point; but then says 'we'll take it from here'." Professional.



Young people's feedback from a consultation event

We heard strong support for a new strategy (over 85% of respondents to the online survey). Reasons included:

- strong leadership to address fragmented services;
- the need to forge links between services where there is good practice
- being more accountable, with structures to support this
- parents / carers wanted to know who is responsible for SEND
- headteachers wanted updates on service improvements being made
- GPs wanted to know which children in their practice have SEND.

There was also support for the Strategy's principles to be worded as a charter of commitments to children and young people with SEND and for this charter to be promoted across Tower Hamlets.

"We don't need sympathy. We need facilities and opportunities."

Parent

b. Pathways with clear information

"We are bombarded with information and often told what we should be doing. How do we find the right support for our own children?" Parent / carer.

"Pathway maps could help professionals signpost parents to the right support services." Professional.

"Join up between sectors is important: why should my child's opportunities for a short break be limited by lack of health staffing?" Parent / carer.

We heard strong agreement from parents / carers that they want better information and for it to be organised to help them work out which, of the many services in Tower Hamlets, might offer support their child.

The changes to the Local Offer website were well received, but most parents / carers did not know about the site. We were told that pathway mapping (from 0 – 25) would be a good approach to take. An offer was made to trial this for children with severe learning difficulties.

c. Timely identification and assessment

"I couldn't understand my child's EHC plan and it included none of the things I had said during the assessment." Parent / carer.

"Schools provide information and updates [to annual reviews] to the Council, but little or nothing comes back in return." School leader.

There was strong agreement that it is a priority to achieve more efficient running of the education, health and care (EHC) needs assessments and monitoring of annual reviews, and that this is central to the credibility of SEND arrangements. Parents / carers want to see EHC plans which reflect their views and that they can easily understand. Other assessments in health and social care, especially in adult services, need

"What do we want from the Council and NHS: keep us safe and help us to do as much as we can for ourselves."

Student

to align with EHC plans to minimise the number of times parents / carers have to tell their story. Parents / carers offered to get involved as trained 'mystery shoppers' to help ensure the improvements are working well.

d. Involvement

"Ask us to get involved; we want to!" Parent / carer.

"If you are not pro-active your child can get lost. It needs to be two-way collaboration." Parent / carer.

"I want to be asked what I want and what would help, rather than more information." Parent / carer.

Strong commitment to consultation and involvement is the most important issue for parents / carers. They reported not feeling involved enough: many are suspicious of the SEND 'system'.

Parents / carers want to be invited to be involved throughout the system, not just in the support for their own child(ren). Likewise, children and young people wish to have their views heard more; usually via their school / college. Feeling safe and being able to have



opportunities out of school are particularly important to them.

e. Transitions

"I'm really afraid for my son. I don't know what he will do when he reaches 19." Parent / carer.

"There needs to be a gentle transition into adult services. Too many families are told that their child will not meet criteria for adult mental health without having been assessed." Parent / carer.

"I want to be independent when I'm older; have help to get a job or do work experience." Young person.

There was strong agreement for making improvements to preparations for and transition to adulthood, including more opportunities for young people to be independent and employed.

Parents carers proposed that the Mayor lead a drive to increase the work experience and supported employment opportunities for young people with SEND. The strategy should also highlight how to increase the number of supported housing places in Tower Hamlets.

f. Finance and communication

"Give the family more freedom to choose what is the best support for their children. The council and NHS should allow a family to have more voice in how funding is used." Parent / carer.

"It's important for more effort to be put into giving out information about SEND: use video & social media." Young person.

There was a clear 'yes', to better and more regular communication: with parents / carers and with young people. There was also a 'yes' to more information about finance: for individual children and so parents / carers can hold the NHS and Council to account. Personal budgets were an area of tension: many professionals expressed ambivalence about them, whilst many parents / carers were positive and wanted to know more. A campaign to raise the profile of the Local Offer site was also suggested, plus increasing use of video as part of communication.

What else you told us:

The workforce:

The Strategy should set out plans to attract and retain the right staff, skilled to support children with SEND, and with the career progression so they choose to stay working in Tower Hamlets. Some parents / carers described poor experiences they have had due to some Council, NHS and transport staff

What happens next?

To summarise, this early engagement confirmed that there should be a new Tower Hamlets Strategy for Children and Young People with SEND.

The ideas and comments have been fed back to leaders in the Council and in the Clinical Commissioning Group. These, together with information from a rapid review of support for 14 to 25 year olds with SEND, will help us to word a draft SEND Strategy containing priorities for the next five years.

In autumn 2017, there will be a chance to be consulted: this time about the specific contents of the draft Strategy. We expect this next consultation to begin during October 2017. Updates will be posted on the Tower Hamlets Local Offer site (www.localoffertowerhamlets.co.uk/) and be available via schools, colleges, surgeries and clinics and early years settings.

showing a lack of understanding of their child's needs and of poorly adapted facilities, for example in hospital.

Planning school places:

The Strategy should establish good future planning of school places for children with SEND to ensure there is sufficient provision in years to come.

Supportive communities:

Parents / carers of children with SEND want to be part of supportive networks and experience understanding from their local communities. Concerns were expressed about a lack of tolerance of their child's needs and about 'urban myths' in some communities: that children with SEND can be 'cured' or 'grow out of it'. The Council and NHS should campaign and help to improve the understanding of SEND among all residents of Tower Hamlets.



<p>[Cabinet]</p> <p>19 September 2017</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Debbie Jones, Corporate Director Children's Services</p>	<p>Classification: Unrestricted</p>
<p>Children's Services Improvement- progress report</p>	

Lead Member	Councillor Amy Whitelock-Gibbs, Cabinet Member for Children's Services
Originating Officer(s)	Anthony Walters, Programme Manager- Children's Services Improvement
Wards affected	All wards
Key Decision?	No
Community Plan Theme	A fair and prosperous community

Executive Summary

This report provides an update on progress in delivering improvements to Children's Services in response to the report published by Ofsted in April 2017 which rated our services 'inadequate'. The Council's improvement plan aims to achieve a standard of 'good' by April 2019, which is the minimum our children and families deserve.

The body of this report includes commentary on progress in the four themes of our improvement plan, which was submitted to the Department for Education and Ofsted in July 2017. Whilst some progress has been made in all four themes, this first quarterly report identifies that there remain significant challenges in moving the service towards a 'good' standard.

Recommendations:

The Mayor in Cabinet is recommended to:

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

1. REASONS FOR THE DECISIONS

- 1.1 Corporate and political leadership of the children's services improvement agenda is a critical part of ensuring its success. Consideration of this report in Cabinet will support this leadership and help to facilitate public scrutiny of progress.

2. ALTERNATIVE OPTIONS

- 2.1 There are no alternative options to consider.

3. DETAILS OF REPORT

- 3.1 In April 2017, Ofsted published its report rating our services inadequate overall (but with some areas requiring improvement.) These findings were based on its inspection of services for children in need of help and protection, children looked after and care leavers and the local safeguarding children board, which took place in January/February 2017 under the Single Inspection Framework.
- 3.2 On 27th June, Cabinet agreed the council's response to this report and the submission of our improvement plan. The report agreed by Cabinet set out our analysis of the contributing factors to the inadequate judgement.
- 3.3 A full improvement plan has now been submitted to the Department for Education and Ofsted. The plan responds directly to the 15 recommendations identified in the Ofsted inspection report. It is an operational tool used by managers and frontline staff to drive our improvement activity which, crucially, focuses on the impact changes will have for vulnerable children. It is monitored and updated on a monthly basis by the Children's Services Improvement operational board, chaired by the Director of Children's Services, and every six weeks by our independently chaired improvement board. Quarterly updates will be reported to Cabinet. This is the first quarterly update.
- 3.4 The council aims to achieve a 'good' rating for its children's services within two years, by April 2019. This is an ambitious undertaking given the extent of failings identified in the Ofsted report and the level of change required. The overall timeline for meeting this aim is:
- **Stage 1- Laying the foundations**

By September 2017, we will have completed the first phase of improvement activity which includes data cleansing, establishing governance and performance management arrangements, putting in place 'back to basics' training for social work staff, completing our initial recruitment campaign and workforce strategy and restructuring the children's social care service to improve management and accountability.
 - **Stage 2- Embedding sustained improvement**

By March 2018, we will be implementing our workforce strategy, have made changes to our delivery of early help services and be using performance data and qualitative case audits to show progress and identify areas for further improvement.

- **Stage 3- Continuous improvement to a ‘good’ children’s service**

Between April 2018 and March 2019 we will see a stabilised workforce with permanent posts filled and turnover reduced, and continuous improvement in performance data and qualitative audits towards a good service.

- 3.5 Our current improvement plan deals primarily with the first stage of this journey, so that we can maintain the flexibility to learn from the early stages of improvement activity, and the feedback we will get from our improvement partners and Ofsted monitoring visits. Future stages will be planned in more detail as we progress through the journey.
- 3.6 The council will be supported in its implementation of improvements by improvement partners appointed by the Department for Education in late July. Our partners are senior colleagues from Lincolnshire and Islington councils- both of which have achieved ‘good’ ratings in their Ofsted Single Inspection Framework judgements.
- 3.7 Our progress will be monitored by Ofsted through quarterly monitoring visits. The first of these visits took place on 30-31 August. In their informal feedback, Ofsted noted the considerable progress that had been made in improving the management of contacts, referrals and assessments in our Multi Agency Safeguarding Hub (MASH) and Assessment and Intervention service, which was the focus of their visit. In their next visit, to take place in December, they will focus on our Family Support and Protection service where further progress needs to be made. As this was the first monitoring visit they recognised that it is early in our improvement journey and whilst good progress has been made, there is still a lot of work to do to ensure that improvement is fully embedded and the service meets a consistently good standard.
- 3.8 On 27th June 2017, the Mayor in Cabinet approved our summary improvement plan, setting out the 10 components of a successful children’s service and our vision of what a ‘good’ service will look like. To give them focus, the objectives and actions that are being implemented to achieve this vision are grouped under 4 themes that directly relate to the findings of the Ofsted inspection. This report sets out the contribution that our improvement plan and each of its themes is making towards this vision.
- 3.9 Additional capacity has been provided to the service to ensure that rapid progress can be made whilst maintaining day to day service provision. An experienced interim Divisional Director for Children’s Social Care has been appointed to implement operational improvements and provide leadership in our improvement journey. The budget for Children’s Services has been increased by £5.2m in 2017-18. Further one –off investment is also being made to support the implementation of the improvement plan. The budget for this is being finalised.

3.10 Improvement activity at operational level is under way with an initial emphasis on getting the basics right to ensure a consistently good and legally compliant level of social work practice. The initial focus has been on Early Help alongside the 'front door' of our Multi Agency Safeguarding Hub (MASH) and Assessment & Intervention (A&I), Child Sexual Exploitation and missing children as well as children in need (CiN). Work is also now underway through the rest of the child's journey through the social care system. The approach has involved ensuring that there is greater clarity in what 'good' looks like, compliance with minimum standards and rigorous use of child level data and audit to monitor practice. This has started to show results in some areas although reported performance has initially declined due to data cleansing activity and an increased volume of referrals at the front door. Whilst this progress indicates some encouraging signs, there remain significant challenges in achieving a consistently 'good' service.

3.11 At the end of the first quarter, we are half way through the first stage of our improvement journey, 'laying the foundations.' The focus of improvement activity has been on establishing the fundamentals of a clear understanding of what 'good looks like', robust performance management using accurate child level data, and quality assurance processes that feed directly into improved service delivery and better outcomes for children. This has enabled us to begin to tackle the practice issues raised by Ofsted. Progress in our four themes is detailed in the following paragraphs.

Theme 1- Leadership, Management and Governance

3.12 The focus in this part of the plan has been to implement a robust governance structure with a supporting performance management framework, a workforce strategy and address sufficiency issues in relation to emergency and unplanned placements. This will contribute to the following components of our vision:

- A whole council vision for excellence
- An outward facing organisation and culture
- Corporate and political support and an ambition for excellence
- Strong member- officer relationships based on trust and constructive challenge
- A clear 'golden thread' from the political leadership through to the frontline
- Strong and dynamic leadership throughout the organisation
- A permanent and stable workforce with capacity and resources
- Strong coherent partnerships at strategic and operational level

3.13 A Children's Services Improvement Board has been established to provide direction in our improvement journey, and ensure that progress is robustly scrutinised. The Board is independently chaired by a nationally recognised expert in children's services, and its membership includes:

- Executive Mayor and lead Cabinet member for Children's Services

- Chair of the Overview and Scrutiny Committee and the lead Scrutiny member for Children's Services
 - Chair of Tower Hamlets Safeguarding Children Board
 - Senior representatives from key partner agencies- schools, the Clinical Commissioning Group and Police
 - The council's Chief Executive, Director of Children's Services and senior officers from relevant council services
- 3.14 The Board ensures that there is clear political, corporate and partnership leadership of the improvement journey. The Board has now met three times and has provided its leadership to the development of the improvement plan, improvements to the Multi Agency Safeguarding Hub (MASH) and the consistent application of thresholds for support. It has agreed a forward plan identifying the key issues that it will be focussed on in the coming months, which include:
- Practice in relation to children who go missing and child sexual exploitation
 - The management of child in need cases
 - Workforce development
 - Culture change
- 3.15 A clear governance and reporting framework has been put in place which ensures that in addition to the Improvement Board there is oversight at appropriate levels in the officer and political governance structures. This includes Cabinet, the Best Value Improvement Board and Overview and Scrutiny Committee. We have also made changes to our corporate strategic performance indicator set, which is reported to Cabinet every quarter, to better reflect the children's services improvement priorities and ensure crucial metrics demonstrating legal compliance are visible and interrogated.
- 3.16 To strengthen political understanding and oversight, the Lead Member has undertaken a number of visits and key meetings with staff and partners. This includes spending time with the MASH and A&I teams at the front door, and with the Fostering and Adoption, Looked After Children and Family Support & Protection Teams, with visits planned to the Virtual School and local authority children's home. The Lead Member has regular meetings with the independent Chairs of both the Improvement Board and Local Safeguarding Children Board Chair, the Principal Social Workers and trades unions, as well as political support from a lead member in another, improving, local authority.
- 3.17 Training on understanding performance data has been delivered to the lead Cabinet and Scrutiny members for Children's Services and the chair of Overview and Scrutiny Committee. Further training is being delivered in September to all elected members on their responsibilities in relation to children's services and how they can exercise these responsibilities including the interpretation of management information. We are working with the Local Government Association and Centre for Public Scrutiny to ensure that our approach to elected member scrutiny is informed by best practice from elsewhere. Alongside the direct involvement of members in the improvement

governance structure, this will ensure robust scrutiny of children's services by elected members to address the failings in this area that were highlighted in Ofsted's report.

- 3.18 Staff recruitment and retention remains a challenge, with vacancy rates of 55% and over in some parts of the service. This is due to the competitive nature of the market for qualified social workers, coupled with the pressure of increased workload and the drive for improvement post Ofsted. We have reviewed our social work pay offer to ensure that it is competitive and supports the recruitment and retention of high quality staff. A recruitment campaign has taken place to start to address the immediate vacancy issues within the Children's Social Care Service. The campaign was successful in attracting a large number of 'hits' on its microsite, but attracted fewer applicants from experienced social workers than hoped. We have also attracted some of our agency social workers to move into permanent posts to introduce further stability in the workforce. However, there is far more work to do to recruit and stabilise our social care workforce.
- 3.19 We are further developing our recruitment strategy to include better targeting through specialist recruitment agencies, presence at a national recruitment fair and an 'introduce a friend' scheme to incentivise staff to encourage others to apply for jobs in Tower Hamlets. We are also reviewing our rates of pay for agency workers, recognising that they will continue to play an important role in the resourcing of our service as we move towards a more stable workforce. Our approach will enable us to attract sufficient experienced social workers in the first instance, as well as developing and retaining our less experienced workers in the medium to long term through 'grow your own' schemes using Open University courses and the establishment of a social work academy. Action is also being taken to stabilise the leadership team within children's services. The senior leadership structure has been reviewed and we are recruiting permanently to strengthen capacity and skills at that level.
- 3.20 A 'back to basics' training programme has been commissioned and will be delivered for all social care staff between September and November 2017. This will be followed with a course of training in systemic social work practice. These courses of training are supplemented by ongoing training in specialist areas such as recognising and responding to child sexual exploitation and Domestic Abuse. This programme will ensure that the knowledge and skills of our staff are increased to address issues raised by the Ofsted inspection, whilst also supporting our staff retention strategy.
- 3.21 Sufficiency of emergency and unplanned placements remains an area of concern, and placement stability indicators are not showing improvement. An interim report on sufficiency is due to be completed in September, to address the availability of suitable residential and foster care placements for our current cohort of looked after children, and services for families with children who are likely to enter the care system where appropriate support may be able to prevent this. This will include the anticipated impact on future demand for care placements.

Theme 2- A robust model of social work practice.

- 3.22 This theme is the main 'core' of our improvement plan and focusses on improvements in practice within the Children's Social Care service. The service manages all contacts received by the council where there are concerns about a child's welfare through to statutory assessments and interventions for children. This includes the placement and support of looked after children as part of the council's corporate parenting responsibilities.
- 3.23 The theme contributes to the following components of our vision:
- A strong model of practice, with good checks and balances
 - Clear and embedded systems, processes and data
- 3.24 There is a rigorous focus within the Children's Social Care Service on 'getting the basics right.' This has concentrated initially on the 'front door' of MASH and A&I, with an emphasis on consistent application of thresholds and timeliness of decision making. Evidence from auditing a sample of cases ('dip sampling') shows that significant improvements have been made in these two areas of practice. There has also been some work on practice relating to child sexual exploitation and children who go missing. We are now working through the rest of the child's journey. Our approach has included greater clarity in practice standards ('what good looks like'), management action on compliance with standards and recording, and the systematic use of data and case audits to lift quality and consistency.
- 3.25 The Ofsted inspection identified poor recording practice, leading to inaccurate performance information, as a contributing factor to its 'inadequate' judgement. Action has been taken to remedy this, with a significant amount of data cleansing of current and historic records. This means that performance data is now more accurate. At the same time, as expected after the poor Ofsted judgement, we are seeing an increase in workload with 15% more children on the caseload, an increase in monthly contacts of 41% and in referrals of 66% since April 2017. The combined effect of these two factors has led to deterioration in reported performance in our strategic performance indicator set for children's services. The actions we are taking to improve front line practice and ensure that there is a well-resourced and highly skilled service will deliver sustained performance improvement as we progress into the second and third stages of the improvement journey. Whilst progress has been made in some areas, there remain significant challenges to improve to a consistently 'good' service. For example, a recent audit of practice in relation to the 'toxic trio' of domestic abuse, parental substance misuse and mental health, has thrown up some significant practice challenges in this area which are now starting to be addressed.
- 3.26 Practice in relation to children identified as 'children in need' under the Children Act 1989 remains an area of focus, where there have been historic issues with recording and consistency of practice. All of these cases have now been reviewed and appropriate action taken to ensure children are safe. The Lead Member and the Improvement Board have asked for assurances on child in need cases and will continue to oversee this key risk area.
- 3.27 Progress is being made towards improvements in our early help offer for children and families who do not meet threshold for statutory social care services, with a strategic project to define the future model for early help on

track to reach its conclusion in September 2017. This model will then proceed to implementation in the third quarter of 2017-18. Partnership buy-in to the early help offer will be critical to its success.

Theme 3- A sufficient and skilled workforce

- 3.28 This theme focusses on improvements in management oversight and supervision across all services, and in our management of private fostering cases which were highlighted as an area of concern by Ofsted. It contributes the following elements of our vision:
- Strong and dynamic leadership throughout the organisation
 - A strong model of practice, with good checks and balances
 - A permanent and stable workforce with capacity and resources
- 3.29 Progress has been made in improving management oversight, with improvement in the proportion of cases that have received timely management oversight, although further improvement is required to meet a consistently 'good' standard. At the end of June, 78.9% of cases had received management oversight within the last 8 weeks, an improvement from 60% in April 2017 although not yet meeting our 95% target. Work is ongoing within the Children's Social Care service to improve this figure. We are also carrying out dip sampling to test the quality of this oversight.
- 3.30 We have introduced new systems to robustly manage private fostering cases. All of the private fostering cases have had a case file audit, and every child has had an updated assessment to ensure we have an understanding of their holistic needs. Cases have been reviewed to ensure compliance with statute and national minimum standards for those children in private fostering arrangements. The new monitoring systems will be used to measure progress in this area in future reports.

Theme 4- Quality Assurance and audit

- 3.31 This theme supports the following components in our vision:
- Clear and embedded systems, processes and data
 - A strong model of practice, with good checks and balances
- 3.32 Our quality assurance and audit programme was fully launched in August 2017. This activity is crucial to know whether our services are legally compliant, good quality, consistent, and making a difference for children. We have focussed on ensuring that there is a more consistent and robust understanding in the audit process of what 'good' looks like, and moderation is showing improvement in the consistency and reliability of audit findings, ensuring that we have reliable qualitative information to inform continuous improvement in practice.
- 3.33 The results of audits undertaken so far have fed directly into improvement activity in the front line. For example there has been rapid improvement in the quality of decision making in the MASH, and the robustness of challenge and scrutiny by Independent Reviewing Officers in child protection and looked after children cases.

- 3.34 Another focus in this theme is to ensure that care leavers have high quality, up to date pathway plans. Management oversight has been improved and whilst the proportion of care leavers with a plan as at the end of June is 92.7%, improvement is required in the number that have been reviewed in the last 6 months. Dip sampling to test the quality of plans commenced in August 2017. This is an area that still requires further improvement.

Next Steps

- 3.35 Cabinet will receive a further update on progress in three months' time. The key priorities for the next monitoring period, at the end of our first stage of improvement activity, will be:
- Working with our improvement partners to further develop the improvement plan
 - Responding to the feedback from our first Ofsted monitoring visit, reviewing the improvement plan where necessary
 - Completing our workforce strategy
 - Completing the first report on our looked after children sufficiency strategy
 - Focusing on key areas identified by the Improvement Board for scrutiny, including child in need practice, CSE and missing children.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

- 4.1 Implementation of the improvement plan is likely to have significant financial implications to LBTH.
- 4.2 Significant additional resources have already been identified as part of the 2017-2020 MTFS; in particular total additional growth of £5.2m addressing pressure in a range of areas, most of which feature in the improvement plan.
- 4.3 Direct costs relating to the improvement plan is currently being estimated as the 'Sufficiency' strategy is still being developed. It is proposed that the improvement activities will be funded by drawing down on the Transformation Reserve or the Risk Reserve.
- 4.4 The subsequent progress of the improvement plan costs will be reported to Members as part of the Council's normal budget management reporting mechanisms.
- 4.5 The level of the proposed reserve will be based on a detailed assessment of the costs associated with the improvement plan and the demonstrable improvements that will be achieved as a result of the investment.

5. LEGAL COMMENTS

- 5.1 The framework for Ofsted inspections of Children's Services is set out in sections 135-142 of the Education and Inspection Act 2006 ('the Act') and associated Employment and Education Act 2006 (Inspection of Local Authorities) Regulations 2007 ('the Regulations').
- 5.2 Ofsted's "Framework and evaluation schedule for the inspections of services for children in need of help and protection, children looked after and care leavers and Reviews of Local Safeguarding Children's Boards" ('the SIF') sets out a single assessment framework for assessing local authorities during inspections conducted under section 136 of the Act. Local authorities are graded outstanding, good, requires improvement or inadequate in each of the areas inspected.
- 5.3 The SIF notes that a rating of inadequate indicates: "*There are widespread or serious failures that create or leave children being harmed or at risk of harm and/or the welfare of looked after children is not safeguarded and promoted.*" (para. 31)
- 5.4 In light of the Council's rating of inadequate in 2 out of the 3 areas assessed, Ofsted's "Monitoring and re-inspection of local authority children's services judged inadequate" guidance will apply. Ofsted will carry out a programme of monitoring activities, including quarterly monitoring visits, to report on the progress made by local authorities. The monitoring visits will evaluate the progress made against the recommendations since the inspection and check that there is no decline in other areas (para. 5). Inspectors will produce a brief report about their findings and, in particular, their evaluation of the Council's progress. Other than the report arising from the first monitoring visit, these will be published (paras. 41-42).
- 5.5 Ofsted will usually re-inspect a local authority judged inadequate at its last inspection within two years of it submitting its action plan, usually after at least four quarterly monitoring visits. Because the Council has been found to be inadequate overall, this will involve a full repeat SIF, although this will be shorter than the initial SIF as inspectors will take into account information gathered during monitoring visits (paras. 50-52).
- 5.6 Implementing and reviewing the improvement plan is consistent with the Council's duty to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness by virtue of section 3 of the Local Government Act 1999. This is known as its Best Value Duty.

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1 Ensuring that we are providing good services to vulnerable children and their families will ensure that some of our most disadvantaged children are effectively supported to maximise their life chances.

7. BEST VALUE (BV) IMPLICATIONS

- 7.1 Achieving a good children's service will ensure that the council is meeting its best value obligations in this important area of service delivery.
- 7.2 The Best Value Improvement Board is part of the governance structure for the children's services improvement plan and will be providing additional scrutiny through receiving quarterly updates on progress. This report will be formally presented at the Best Value Improvement Board.

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 8.1 There are no implications.

9. RISK MANAGEMENT IMPLICATIONS

- 9.1 There is significant risk in failing to deliver a good children's service.
- 9.2 As part of our governance and programme management arrangements, risks are being identified and managed.
- 9.3 The following table shows the high level risks that have been identified, and how we are managing them through mitigating actions.

Description	Mitigation / Resolution
If the staff culture at all levels in the organisation does not change to address the problems identified by Ofsted, improvement in children's services will not be achieved.	Robust corporate governance to ensure clear ownership and accountabilities for improvement. Sustained management focus on compliance with practice standards. Robust communications with staff and partners.
If progress and improvements are not sustainable in the long term, the service may become inadequate again	Robust financial planning to ensure that the service is sufficiently resourced. Investment in workforce strategy to ensure that there is a stable and highly skilled workforce with long term plans to sustain this.
If leadership capacity and permanence are insufficient, the improvement plan may not be successfully implemented and/ or improvements may not be sustained.	Review of leadership structure to ensure capacity is sufficient. Workforce strategy to address recruitment, retention and development of leadership capacity.
If the children's social care service is not sufficiently resourced in line with a high and increasing volume of casework, it will not be possible to achieve a good standard of practice	Robust financial planning as part of corporate budget processes to ensure that there is sufficient budget for current and future service need. Ensure that temporary resources are only used for one off improvement activity and that any permanent budget requirements are identified separately and planned for.

Description	Mitigation / Resolution
If the service response is inadequate, then children may come to significant harm.	Robust monitoring and oversight of casework. Effective performance management and quality assurance framework, and robust governance. Staff development to ensure correct skills level.
If skilled and experienced staff leave the organisation as a result of rapid change activity, then there may be capacity issues within the service and multiple changes in social workers for children and families to cope with.	Ensure that staff are supported through change. Provide effective workforce development opportunities. Recruitment and retention strategy put in place.
If new staff cannot be recruited, then there may be capacity issues and financial pressures within the service.	Recruitment and retention strategy: ensure pay and benefits are competitive and robust approach to recruitment advertising targeted in the right areas
If there is low level compliance with the TH model of social work and statutory requirements, then children may come to significant harm.	A training programme has been put in place for all staff to ensure there is a clear understanding of the TH model of social work, and statutory requirements.
If the pace of progress in implementing the improvement plan is not fast enough to meet the requirements for 'good' by April 2019, then Ofsted may subject the service to additional measures and/ or intervention by commissioners.	Ensure sufficient resourcing of improvement plan; Rigorous and systematic monitoring of improvement plan; performance management and quality assurance framework
If the quality of the data is poor, then it may result in inaccurate performance monitoring and analysis, and ultimately risk to children.	Data cleansing of existing data; Implementation of robust use of child level data by team managers; data quality reports; action by managers to ensure that data entered into case management system is accurate
If the council's political leadership across all parties are not fully engaged or aware of their roles and responsibilities in relation to children's services, then there may be a lack of appropriate scrutiny and accountability.	A training seminar has been planned for all members to outline their roles and responsibilities, as well as increasing their knowledge around the potential social care journey of the child. Ongoing regular meetings with the Mayor, Lead Member, Chief Executive and Corporate Director. Support for Overview & Scrutiny.
If partners are not fully engaged or aware of their roles and responsibilities in relation to the improvement activities, then some improvement actions may not be achieved.	Senior leadership from key partners are members of the Children's Services Improvement Board to ensure they are involved in the strategic development and oversight of their agency's involvement. The LSCB has strengthened its leadership structure and focus.

10. **CRIME AND DISORDER REDUCTION IMPLICATIONS**

- 10.1 Our improvement plan includes activity to improve support to children at risk of involvement in gangs or being sexually exploited.

11. SAFEGUARDING IMPLICATIONS

- 11.1 Safeguarding children is a core focus of the improvement plan.
- 11.2 The Ofsted judgement rated our local safeguarding children board 'inadequate.' Work is underway to address this finding and improve the work of the board.
- 11.3 The annual safeguarding board report will shortly be reported to Cabinet for consideration.
-

Linked Reports, Appendices and Background Documents

Linked Report

- NONE

Appendices

- NONE

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

- List any background documents not already in the public domain including officer contact information.
- These must be sent to Democratic Services with the report
- State NONE if none.

Officer contact details for documents:

Or state N/A

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Non-Executive Report of the: Overview and Scrutiny Committee 14th September 2017	 TOWER HAMLETS
Report of: Will Tuckley, Chief Executive	Classification: [Unrestricted or Exempt]
Best Value Improvement Plan 2017-18 – April-Sept 2017 Update	

Originating Officer(s)	Afazul Hoque, Interim Service Manager Strategy, Policy & Performance
Wards affected	All wards

Summary

This report provides an update on the Council’s Best Value Improvement Plan 2017-18 covering the period April-September 2017. The report builds on the June 2017 submission to the Secretary of State and details the continuous progress against the five areas of Communications, Property, Elections, Organisational Culture and Grants and the 26 actions found within the Improvement Plan.

The second quarterly update report is to be submitted on 29th September 2017.

Recommendations:

The Overview and Scrutiny Committee is recommended to:

- Consider and comment on the draft update reports attached as Appendix 1 and 2.

1. REASONS FOR THE DECISIONS

- 1.1 The Directions of March 2017 from the Secretary of State for Department of Communities & Local Government (DCLG) requires the Council to submit quarterly update reports. This report provides the second quarterly update report to be submitted on 29th September 2017.

2. ALTERNATIVE OPTIONS

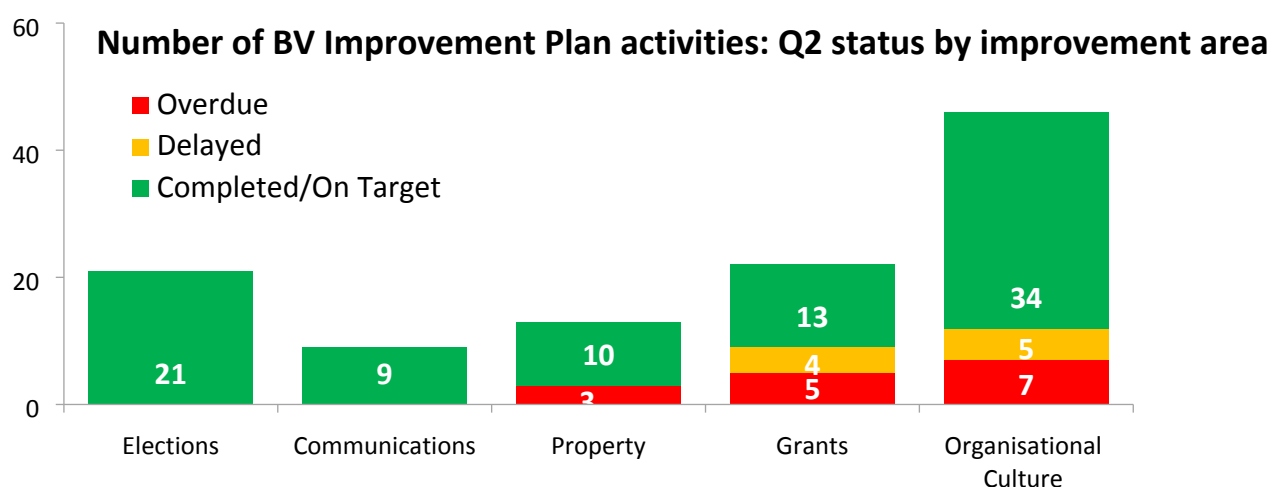
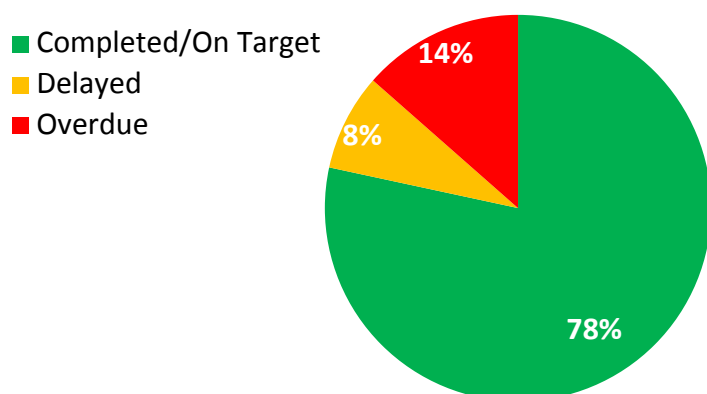
- 2.1 To take no action. This is not recommended as this update is required as part of the Directions from the Secretary of State for DCLG and is part of the organisation's overall commitment to improve and develop the work of the Council.

3. DETAILS OF REPORT

- 3.1 The Council as part of its final submission to the Secretary of State for DCLG submitted a Best Value Improvement Plan 17-18 and outlined proposals to set up a Best Value Improvement Board to drive sustainable improvement across the organisation by providing oversight, support and challenge. Following the Secretary of State revoking the previous Directions and the removal of the Commissioners involved in the governance of the Council, the Secretary of State issued new Directions which will be in force until 30th September 2018.
- 3.2 In line with the new Directions the Council has undertaken the following:
- Submission of quarterly reports on all outstanding actions in the Best Value Action Plan and Best Value Improvement Plan 2017-18 to the Secretary of State with the first update submitted in June 2017;
 - Set up a new Best Value Improvement Board, chaired by the Mayor, with cross party representation and external representatives to provide suitable challenge to improve all Council activities;
 - Developed proposals for an independent review of achievement against the Best Value Action Plan and Best Value Improvement Plan 2017-18. This will be undertaken with the LGA in the form of a Corporate Peer Review and is planned for June 2018.
- 3.3 The Best Value Improvement Plan 2017-18 has five key priority areas comprising 26 strategic actions. These priority areas are a continuance of those found in the Best Value Action Plans arising from the original Secretary of State's Directions. The Plan demonstrates continued implementation where previous activities could not be implemented before the Directions expired as well as continued improvements.
- 3.4 During the period April-Sept 2017 work has continued to deliver the milestones in the Improvement Plan. Regular updates have been provided to Corporate Leadership Team and all activities have been incorporated within individual Directorate Plans to ensure focus remains on delivery.

- 3.5 A review has been undertaken on the lessons learnt from the delivery of the UK Parliamentary Election 2017. These will be taken forward for the upcoming local elections in 2018. Following discussions with the Cabinet Office the Council has withdrawn from participating in the Pilot ID Scheme as there was not sufficient time to develop an effective scheme. A project group will meet on a monthly basis to plan for 2018 elections ensuring all milestones set out in the Best Value Improvement Plan are delivered.
- 3.6 The Council's new Communications Strategy, now widely shared with four major campaigns, launched this quarter. An asset audit (identifying 1,183 marketing sites) has been completed and poster sites and 12 plasma screens are now live in the Council Town Hall, Mulberry Place. An intranet project manager is now in post and specification/project scope is currently under development. The Council's revised core values have been agreed by senior management and communicated to all staff. Conversation groups are also in place to engage staff in upcoming changes.
- 3.7 The Children's Services Improvement Board has now met three times, and has set a clear forward plan to focus on relevant thematic issues for each meeting. The Improvement Plan was submitted to the Secretary of State on 19 July 2017. This will be updated monthly, and will feed into the Quarterly Progress Report to the Best Value Improvement Board, Cabinet and Overview and Scrutiny Committee.
- 3.8 Planning consent has been granted for the conversion to residential use for two vacant community buildings that will be transferred to Housing. Temporary community use has also been agreed for a vacant community building by the Mayor.
- 3.9 The review of the Third Sector Team has been a comprehensive review and is now complete and proposals for consultation have been produced. The review included benchmarking with other Local Authorities, a full options appraisal (exploring savings and efficiencies, incorporating Commissioner, Committee and Senior Management expectations) and liaison with our ICT partner to develop an improved, transparent, online Grants system. Commissioning of the Community Cohesion Theme completed for 5 out of the 8 lots that were put out to tender with plans to award the remaining 3 lots in the next few months. Scoping work for development of Grants Policy completed, which will be developed with stakeholders over the next quarter.
- 3.10 The charts below shows progress against the 115 milestones in the Best Value Improvement Plan. In order to ensure consistency in the reporting of the status of key milestones the following criteria have been applied:
- **On Target** – where the key milestone will be achieved by the deadline
 - **Completed** – Where the key milestone has been achieved by the deadline
 - **Delayed** – where the key milestone has not yet been completed but will be completed within a month of the original deadline
 - **Overdue** - where the key milestone has been delayed by more than a month from the date of the original deadline

BV Improvement Plan activities : Overall Q2 Status



4. COMMENTS OF THE CHIEF FINANCE OFFICER

- 4.1 The Best Value Improvement Plan is a priority for the Council, and requisite resources have been identified within the budget in order to deliver the outcomes. Any additional resources required to deliver any of the activities will need relevant authority before commencing.

5. LEGAL COMMENTS

- 5.1 The Council is a best value authority within the meaning of Part 1 of the Local Government Act 1999. As a best value authority, the Council has an obligation under section 3 of the Local Government Act 1999 to “make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness” (the best value duty).

- 5.2 Where the Secretary of State is satisfied that an authority is not meeting its best value duty, the Secretary of State may: (1) direct the authority to take action to bring itself into compliance with that duty; (2) direct that specified functions be carried out by the Secretary of State or a nominee and that the authority follow the Secretary of State's instructions and provide such assistance as may be required (Local Government Act 1999). In accordance with this power the Secretary of State gave directions to the Council on 17 December 2014, 29 April 2015 and 6 May 2015. Revised directions were also given on 16 January 2017.
- 5.3 The directions are enforceable by the Secretary of State, who may seek an order in the High Court requiring the Council to remedy any breach. Under the current circumstances, it is appropriate for the Council to take steps to comply with the directions and to monitor its compliance with the directions. The report relevantly informs members of progress and appropriately indicates that Cabinet approval will be sought before presenting the required update to the Department of Communities and Local Government.
- 5.4 Although the Directions expired on 31st March 2017 and the specified functions to be carried out by the Commissioners on behalf of the Secretary will return to the authority, it is open to the Secretary of State to issue fresh directions to the Council for it to take specific action which is considered necessary or expedient to secure the Council's compliance with its best value duty without specifying that specified functions be carried out by the Secretary of State or a nominee.
- 5.5 When taking action in response to the directions, 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). Compliance with this duty has been a feature, to the extent relevant, of the Council's action in response to the directions.
- 5.6 There are no immediate legal implications arising from this report.

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1 The current update on the Best Value Improvement Plan for 2017-18 continues to strengthen local community leadership through controls being given back to democratically elected local officials and residents. Equality and fairness considerations also remain at the core of delivery.
- 6.2 The Grants element of the BVIP 2017-18 is one example of where the Council has been able to encourage local community leadership via the Grants Scrutiny Sub-Committee, as well as the involvement of the voluntary sector in the commissioning of services.
- 6.3 Ongoing development of the Council's communications strategy is also creating increased access to the Council's delivery of services for all

residents, opening the doors for further community involvement in the Council's work.

7. BEST VALUE (BV) IMPLICATIONS

- 7.1 This report provides the Council's second quarterly update report on its overall Best Value Action Plan, as required by the Directions from the Secretary of State for DCLG.

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 8.1 There are no direct implications from this report on a sustainable environment.

9. RISK MANAGEMENT IMPLICATIONS

- 9.1 Delivering the actions within the Best Value Improvement Plan will mitigate risks to the Council in delivering best value and future Directions.

10. CRIME AND DISORDER REDUCTION IMPLICATIONS

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

Linked Reports, Appendices and Background Documents

Linked Report

- Report to the Best Value Improvement Board on 11th September 2017.
<http://democracy.towerhamlets.gov.uk/ieListDocuments.aspx?CId=830&MId=7745&Ver=4>

Appendices

- Appendix 1: Best Value Improvement Plan 2017-18 summary
- Appendix 2: Best Value Improvement Plan 2017-18 delivery plan

Local Government Act, 1972 Section 100D (As amended)

List of "Background Papers" used in the preparation of this report

- NONE

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BEST VALUE IMPROVEMENT PLAN APRIL-SEPT 2017 UPDATE

1 Introduction

The Council is pleased to provide an update on the progress made in implementing the Best Value Improvement Plan 2017-18 as required under the Directions of March 2017. The Best Value Improvement Plan 2017-18 includes 26 strategic actions against the five areas of property, election, organisation culture, grants and communication.

This report notes that in the first six months of this action plan, covering the period between April-Sept 2017, a large number of milestones have been completed and where any are overdue or delayed a revised plan has been developed to ensure delivery. This demonstrates the focused determination of the Council in delivering continuous improvement and provides the Council with momentum as it works to deliver the remaining milestones in the plan over the next six months.

2 Summary of key achievements

A summary of key achievements for this quarter is detailed below:

- Review of UK Parliamentary Government Election delivery completed and lessons learnt will be incorporated for the 2018 elections;
- Monthly project group meetings for planning 2018 elections established with next meeting taking place in September 2018;
- New Communications Strategy now widely shared with four major campaigns launched during Q2. Poster sites and 12 plasma screens now live in Mulberry Place;
- Procurement for the media consumption survey completed and is currently in the field going to a representative group of 900 residents;
- New statutory notice publication scheme established and communicated to staff through the intranet and Managers Briefing;
- Planning consent has been granted for the conversion of two vacant community buildings into housing;
- Comprehensive review of Third Sector Team completed with consultation with staff taking place;
- Commissioning of the Community Cohesion Theme completed for 5 out of the 8 lots that were put out to the market with plans to award the other 3 lots in the next few months;
- Core Values revised and shared with senior managers in July and team talks held with all staff in August;
- Ongoing monitoring of all programme plans linked to MTFs now in place;
- Programme Board and Smarter Together Governance agreed and Boards meeting monthly. Programme plans agreed and progress monitored by Transformation Board;
- The Children's Services Improvement Plan submitted to the Secretary of State in July and Improvement Board meeting on a six weekly basis;
- Clear Up Project report published and submitted to Cabinet in June and Full Council in July 2017. Plans for further updates on outstanding actions and implementing recommendations developed and will be reported.

Best Value Improvement Plan Summary

COMMUNICATIONS: Progress Summary

Communications in Tower Hamlets had a history of being reactive with a heavy reliance on the Council's weekly publication, East End Life. Many of the messages and activities being communicated were determined by services' willingness and ability to pay and there was little use of insight or data to identify appropriate communication channels and support the delivery of effective communications campaigns. Since the Best Value Action Plan was introduced there has been significant progress in reforming the way the Council deals with internal and external publicity management.

Key achievements	Measurable outcomes for existing work	Areas where work continues to progress
<ul style="list-style-type: none"> • New Communications Strategy now widely shared with 4 major campaigns launched this quarter. • Asset audit (identifying 1,183 marketing sites) completed. • Poster sites and 12 plasma screens now live in the Council Town Hall, Mulberry Place. • Intranet project manager now in post and specification/project scope under development. • Statutory notices contract mobilisation is now live and communications sent to staff regarding the new contract and its processes via intranet article and managers' briefing. 	<ul style="list-style-type: none"> • Tower Hamlets Now open rate continues to improve with an average 63% (including an issue at 70%) 	<ul style="list-style-type: none"> • Culture change regarding communications: a critical aspect of changing the culture is to work collaboratively with teams to determine delivery milestones related to key programmes so that they can be communicated widely to residents. • The media consumption survey is currently in the field going to a representative group of 900 residents. Analysis of the results will identify gaps in service delivery and will determine areas for improvement. • Progress on intelligent newsletter and new intranet site is continuing.

PROPERTY: Progress Summary

The Council owns, occupies or maintains around 860 non-HRA properties, valued at £1bn, located within the borough. The Council also owns around £800m of HRA properties (the housing element is managed and maintained by Tower Hamlets Homes (THH), the Council's arms-length management organisation) as well as a further £50m of community assets.

Key achievements	Measurable outcomes for existing work	Areas where work continues to progress
<ul style="list-style-type: none"> • Planning consent has been granted for conversion to residential use for two vacant community buildings that will be transferred to Tower Hamlets Homes/Homelessness Services. • Temporary community use agreed for a vacant community building by the Mayor (12 months). • Tender process underway for additional specialists' consultancy advice for a complete review of depot provision across the borough. • Former Santander building in Watney Market likely to be used by WorkPath (Council led activities). Business case being considered by Economic Development. • Template for new governance arrangement prepared and awaiting final sign off. 	<ul style="list-style-type: none"> • Heads of terms agreed for leases to 5 of the 8 nursery / playgroup properties within the CB portfolio and have now been issued to tenants - once agreed legal have been instructed to issue draft leases 	<ul style="list-style-type: none"> • Further meetings with Tower Hamlets Homes regarding the validation of Tenants and Residents' Associations (TRAs) were held to agree the way forward. The current proposal is to grant leases to TRA's at a peppercorn rent subject to certain criteria being met on utilisation sharing of space. • Awaiting conclusion of feasibility work. Raines House is now likely to be the third hub. The Council is now looking to bring forward two smaller premises which will be used as hubs. A formal marketing exercise will be required which will follow completion of any refurbishment works. Further work is required to agree further phases of the hub roll out plan to other existing properties and opportunities that may come forward as part of a section 106 agreement. • Currently awaiting instructions from the client team regarding the scope of the review of leisure facilities across the Council. Work will be undertaken in the next few months to scope the parameters of the review. • Tender process underway for additional specialists' consultancy advice for a complete review of depot provision across the borough. Submissions due by end of August.

ELECTIONS: Progress Summary

The Council has successfully delivered a number of successful elections and referendum since 2015 which include:

- UK Parliamentary Election May 2015
- Election of Executive Mayor June 2015
- Election of Mayor of Tower Hamlets and Greater London Authority elections May 2016
- EU Referendum June 2016
- Whitechapel ward by election December 2016
- UK Parliamentary Election May 2017

Key achievements	Measurable outcomes for existing work	Areas where work continues to progress
<ul style="list-style-type: none"> • Staging area identified for Returning Officer and Accountants use for the elections in 2018. This will ensure visibility of the count area. • Media pack reviewed for the UKPGE 2017. To be reviewed again for the combined elections in 2018. • All count staff to receive mandatory training in April 2018, to include counting of ballot papers. Dedicated training for accountants, supervisors and DRO's to confirm roles and responsibilities. • All accountants to receive Xpress count module training in January 2018. 	<ul style="list-style-type: none"> • Initial meetings have taken place along with UK Parliamentary General Election (UKPGE) 2017 review meetings. The next meeting scheduled for September 2018. 	<ul style="list-style-type: none"> • Preparing for 2018 elections. • Lessons learnt and areas for improvement from the UKPGE 2017 will be incorporated into poll staff training. Exclusion Zones will be laid out and Police presence at all polling places from 7am - 10.30pm. • Whilst the Returning Officer is in favour of ID at polling stations Tower Hamlets is no longer participating in the Cabinet Office ID Pilot Scheme. • Revised Register of Electors 2018 to be published December 2017. • Awareness raising and publicity for 2018 elections. • Due to the complexity of the combined elections in 2018, mandatory face to face training will take place in April 2018.

GRANTS: Progress Summary

All actions in the original Grants Best Value Action Plan have been completed. Work has been undertaken to review and develop approaches to, and processes for, grant making with the Grants Determination Sub-Committee. The Grants Scrutiny Sub-Committee continues to provide cross party members review and challenge to the grants decision making process.

Key achievements	Measurable outcomes for existing work	Areas where work continues to progress
<ul style="list-style-type: none"> • On-going delivery of the Action Plan of the Voluntary and Community Sector Strategy. • The Grants Determination Sub-Committee (GDSC) and Grants Scrutiny Sub-Committee continue to meet every six weeks. • The system mapping of requirements to improve management reporting, information management and analysis of the new GIFS software has now been completed. • A paper has been drafted outlining the scope of the Council's grants policy. • This work for the Grants Scrutiny and Determination committees to take place in September. 	<ul style="list-style-type: none"> • Greater involvement of voluntary and community sector in commissioning of services. 	<ul style="list-style-type: none"> • The review of the Third Sector Team has been a comprehensive review, including benchmarking with other Local Authorities, a full options appraisal including exploring savings and efficiencies, incorporating Commissioner, Committee and Senior Management expectations and liaison with our ICT partner to develop an improved, transparent, online Grants system. This work has taken longer than anticipated and as a consequence, delivery has been delayed, however the review has now been completed and proposals for consultation have now been produced. • The full implementation of the GIFTS software is now planned for October 2017. • Work with the voluntary sector to develop a voluntary sector compact is currently pending the recruitment of a suitably experienced officer to take this forward. It is hoped that this will happen soon, in which case it is hoped that the original deadline will be able to be met.

ORGANISATIONAL CULTURE : Progress Summary

Organisational culture is recognised as a key component in moving the Council forward. The aims of the Organisational Culture Plan are to: ensure that the culture of the organisation continues to be one which strives for continuous improvement; engages and invests in staff; ensures relationships between groups of members and between members and officers are professional, respectful, open and honest and rebuild trust in the areas where this has, or is perceived to have, broken down.

The key outcomes we are looking to achieve are:

- Staff engaged with and committed to delivering the Council’s vision and priorities;
- Improved clarity and understanding of formal roles and responsibilities of the Executive, non-Executive and senior officers of the Council in a Mayoral system;
- Effective working relationships between elected members, and between elected members and senior officers, to enable all to work together to achieve the best outcomes for Tower Hamlets and its residents;
- A shared commitment to a set of agreed behaviours and cultural values to underpin formal roles and responsibilities;
- A sustainable approach to maintaining and refreshing this shared commitment.

Key achievements	Measurable outcomes for existing work	Areas where work continues to progress
<ul style="list-style-type: none"> • Revised core values agreed by senior management and communicated to all staff. • Work completed with on-going monitoring of the Mid-Term Financial Savings plan is now in place. • The Children's Services Improvement Board has now met three times, and has set a clear forward plan to focus on relevant thematic issues for each meeting. The Improvement Plan was submitted to the Secretary of State on 19 July 2017. This will be updated monthly, and will feed into the Quarterly Progress Report. The first report was completed in August 2017 and will report to the Best Value Improvement Board, oversee scrutiny Committee and Cabinet in September 2017. • 	<ul style="list-style-type: none"> • Programme Board and Smarter Together Governance agreed and Boards meeting monthly • Smarter Together Programme plans agreed and progress monitored by Transformation Board. 	<ul style="list-style-type: none"> • More detailed visioning is required to ensure the end goal and principles for the Smarter Together, which will form the basis of engagement and change management activities with staff. Changes in PMO resources and a review of the governance of the programmes have created a delay in this work. There is a risk that this may slip further if new senior responsible officers (SROs) are not fully engaged in the process. • There are interim arrangements in place for all 4 Divisional Director roles advertised at the beginning of the year. • Investors in people (IIP) assessor completing observations as part of the pre-assessment work. Arrangements for the staff survey to be agreed with the Assessor shortly.

Key achievements	Measurable outcomes for existing work	Areas where work continues to progress
<ul style="list-style-type: none"> • Conversation groups are in place to engage staff in upcoming changes. Programme Managers attended Chief Executive's Roadshows to provide an update on the programme/increase interest in joining conversation groups. • A new Communications Officer has been appointed and discussions have been held with Divisional Director of Communications to increase interest and engagement in the programme by better defining and communicating the look and feel of the end goal. • Q1 budget monitoring report is being presented to Cabinet in September 2017 including savings tracker information. • The Corporate Induction now includes a slot on Decision Making / Role of Members / Member Officer Protocol etc. The first induction using the updated protocol was presented in July. • A distinction between: policy, provision/rules, procedure and guidance has now occurred. • A cross referencing with 6 x emerging key themes within a revised HR Strategy has now occurred. • A cross referencing with review of Whistleblowing Policy/Procedure is taking place. 		

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Elections					
Activities	Lead Officer	Deadline	Status	%Comp	QUARTER 2 COMMENTS
1. Planning for 2018 Mayoral and local elections					
Key Milestones					
Joint working with partner agencies - First meeting February 2017	Will Tuckley/Louise Stamp	May-18	On Target	20%	Initial meetings have taken place along with UKPGE 2017 review meetings. Next meeting scheduled for September 2018
Project group to meet monthly from April 2017, fortnightly from December 2017 and more frequently as required immediately prior to elections.	Will Tuckley/Louise Stamp	May-18	On Target	20%	Meetings will take place monthly from September 2017, fortnightly from January 2018 and weekly from April 2018.
Ensure integrity of the process and good order at polling stations	Will Tuckley/Louise Stamp	May-18	On Target	20%	Lessons learnt and areas for improvement from the UKPGE 2017 will be incorporated into poll staff training. Exclusion Zones will be laid out and Police presence at all polling places from 7am - 10.30pm.
Train 40/50 experienced poll clerks to act as presiding officers in May 2018, to be placed with an experienced PO at a double station.	Louise Stamp	Jun-17	On Target	20%	Initial training to take place in December 2017 with additional mandatory training in April 2018.
Enhanced mandatory training for polling station staff before taking up roles. To include bespoke e. training and dedicated training for PO's with specific scenarios.	Will Tuckley/Louise Stamp	Feb-18	On Target	20%	Due to the complexity of the combined elections, mandatory face to face training will take place in April 2018.
Continuation of RO instruction to ensure polling staff only speak in English whilst on duty in the polling station	Will Tuckley/Louise Stamp	May-18	On Target	20%	This was briefed for the UKPGE 2017 and will be reiterated for the combined elections in 2018.
Ballot papers at polling stations - folded to assist with check of ballot paper number before being placed in the ballot box and to ensure secrecy of the ballot.	Will Tuckley/Louise Stamp	Mar-18	On Target	20%	Supplier to provide quotation. To be included in poll staff training.
Full review of count procedures and paperwork in consultation with EC	Will Tuckley/Louise Stamp	Jan-18	On Target	20%	Lessons learnt and areas for improvement from the UKPGE 2017 will be incorporated into the 2018 training. Paperwork currently under review.
Count venue pre-booked - East Wintergarden, Canary Wharf	Will Tuckley/Louise Stamp	Jan-17	Completed	100%	Completed.
Dedicated count training for accountants using Xpress count module	Louise Stamp	May-17	On Target	20%	All accountants to receive Xpress count module training in January 2018.
Enhanced mandatory training for count staff before taking up roles. To include dedicated training on count procedures.	Will Tuckley/Louise Stamp	Mar-18	On Target	20%	All count staff to received mandatory training in April 2018, to include counting of ballot papers. Dedicated training for accountants, Supervisors and DRO's to confirm roles and responsibilities.
Enhanced security measures including photo ID checks at count; non-Council security staff; non-transferable security wristbands	Will Tuckley/Louise Stamp	May-18	On Target	20%	Dedicated front of house team to deal with entry checks and security.
Platform area for RO and Accountants to ensure visibility of count area	Will Tuckley/Louise Stamp	Jan-18	On Target	20%	Staging area identified for RO and Accountants use.

Activities	Lead Officer	Deadline	Status	%Comp	QUARTER 2 COMMENTS
Review of Media Pack to ensure up-to-date information provided	Andreas Christophorou/Kelly	Jan-18	On Target	20%	Media pack reviewed for the UKPGE 2017. To be reviewed again for the combined elections in 2018.
2. Participate in pilot ID scheme					
Key Milestones					
Meeting Government Officials to discuss pilot voter identification scheme proposal	Will Tuckley/Louise Stamp	Feb-17	Completed	100%	Tower Hamlets is no longer participating in the Cabinet Office ID Pilot Scheme.
ID at polling stations - extensive awareness campaign informing electors what ID must be produced at polling stations to enable them to cast their vote (include sanction)	Andreas Christophorou/Kelly Powell	Jan-18	On Target	0%	Will be included as part of the communications plan to be developed for the Election (due to be discussed at planning meetings in September)
Identification of electors who have already provided evidence to support their registration application	Louise Stamp	Jun-17	On Target	0%	Tower Hamlets is no longer participating in the Cabinet Office ID Pilot Scheme.
Liaise with partners for possible provision of Electoral ID Cards/Letters	Will Tuckley/Louise Stamp	Dec-17	On Target	0%	Tower Hamlets is no longer participating in the Cabinet Office ID Pilot Scheme.
Additional information provided on poll cards	Louise Stamp	Feb-18	On Target	0%	Tower Hamlets is no longer participating in the Cabinet Office ID Pilot Scheme.
Additional staff identified for polling stations to act as 'meet and greet' to check that suitable ID is available and assist with queues	Louise Stamp	Jan-18	On Target	0%	Tower Hamlets is no longer participating in the Cabinet Office ID Pilot Scheme.
Include training for PO's and PC's for ID and signature verification checks	Louise Stamp	Feb-18	On Target	0%	Tower Hamlets is no longer participating in the Cabinet Office ID Pilot Scheme.

Communications					
Activities	Lead Officer	Deadline	Status	%Comp	
3. Develop and deliver Communication Strategy for 2017-18					
Key Milestones					
Launch new weekly staff newsletter	Andreas Christophorou	Apr-17	Completed	100%	We have now had 24 issues with an improved open rate average of 63% for last four issues (including one at 70%).
Commission media consumption Survey	Andreas Christophorou	Apr-17	Completed	100%	Procurement completed and supplier appointed. The survey is currently in the field going to a representative group of 900 residents. Initial results are expected by end of August.
Build a range of communication infrastructure	Andreas Christophorou	Jul-17	On Target	75%	New Communications Strategy now widely shared with 4 major campaigns launched this quarter. Asset audit (identifying 1,183 marketing sites) completed, poster sites and 12 plasma screens now live in MP. Progress on intelligent newsletter and new intranet site continuing as set out below.
Develop Intelligence Newsletter allowing better targeting of information to local people	Andreas Christophorou	Dec-17	On Target	50%	Scoping paper developed. Advice sought from LBTH procurement.
Launch new Intranet Site	Andreas Christophorou	Mar-18	On Target	15%	Intranet project manager now in post and specification/project scope under development

Activities	Lead Officer	Deadline	Status	%Comp	QUARTER 2 COMMENTS
4. Procurement of statutory notices					
Key Milestones					
Invitation to tender	Andreas	Feb-17	Completed	100%	Tender published in February 2017.
Evaluation	Andreas	Feb-17	Completed	100%	Evaluation completed in March 2017.
Contract award	Andreas Christophorou	Apr-17	Completed	100%	Contract award approved in April 17 and notification sent in May 17.
Contract mobilisation	Andreas Christophorou	May-17	Completed	100%	Contract LPG5043B live and communications sent to staff regarding the new contract and its processes via intranet article and managers' briefing.

Property					
Activities	Lead Officer	Deadline	Status	%Comp	
5. Deliver Asset Rental Account Action Plan					
Key Milestones					
Managers' briefing on moves procedure	Richard Chilcott	Apr-17	Completed	100%	
6. Implement Community buildings programme					
Key Milestones					
Agree action plan for validation of TRAs with THH	Richard Chilcott	Apr-17	Overdue	60%	Further meeting with THH held end of June 2017 to agree the way forward following meetings with the Mayor and Cabinet Member for Resources. Current proposal is to grant leases to TRA's at a peppercorn rent subject to certain criteria being met on utilisation sharing of space.
Formally transfer caretaker's facilities to THH	Richard Chilcott	Jun-17	Completed	100%	All properties have now been passed back to THH Housing Management.
Complete marketing and letting of vacant buildings identified for commercial use	Richard Chilcott	Jun-17	On Target	65%	Former Santander building in Watney Market likely to be used by WorkPath (Council led activities). Business case being considered by Economic Development. 6 Watney Market - Possessions need to be removed by former tenant and agents have been appointed to take to market.
Complete and open second community hub	Richard Chilcott	Jun-17	Overdue	30%	Conclusion of feasibility work still awaited. Raines House is now likely to be the third hub. Now looking to bringing forward two smaller premises which will be used as hubs, a formal marketing exercise will be required which will follow completion of any refurbishment works.
Establish implementation plan for third hub and wider roll-out across the borough	Richard Chilcott	Jun-17	Overdue	25%	As above. Work on Granby Hall feasibility continues as initial works were too costly. Further work is required to agree further phases of the hub roll-out plan to other existing properties and opportunities that may come forward as part of a section 106 agreement. Aiming to agree by end of October 2017.
Complete and open third community hub	Richard Chilcott	Mar-18	On Target	5%	Opening of third hub dependent on progress on issues 53 and 54.
Convert vacant community buildings identified for housing use to housing and transfer to THH/Homeless Services	Richard Chilcott	Mar-18	On Target	75%	Planning consent has been granted for both conversions. Temporary community use agreed for 10 Turin Street by Mayor (12 months). Housing Strategy to take forward Bethnal Green Cottage.
7. Strengthen governance arrangements					
Key Milestones					
Review of revised governance arrangements	Richard Chilcott	Sep-17	On Target	95%	Template for new governance arrangement prepared and awaiting final sign off.

Activities	Lead Officer	Deadline	Status	%Comp	QUARTER 2 COMMENTS
8. Asset reviews and service delivery plans					
Key Milestones					
Complete review of depot provision across the borough	Richard Chilcott	Sep-17	On Target	40%	Tender process underway for additional specialists consultancy advice. Submissions due by end of August.
Complete review of leisure facilities across the borough	Richard Chilcott	Mar-18	On Target	10%	Instructions are currently awaited from the client team regarding the scope of this item of work. Work will be undertaken in the next quarter to scope the parameters of the review.
9. Complete audit of assets					
Key Milestones					
Complete audit, specifically any additional requests for information or documentation following visits in 2016/17	Richard Chilcott	Jun-17	Completed	100%	Audit complete and also reported to Asset Management Working Group in May 2017.
Complete any regularisation work required (e.g. enter into leases)	Richard Chilcott	Dec-17	On Target	60%	Heads of Terms issued to tenants, once agreed, legal have been instructed to issue draft leases.

Grants					
Activities	Lead Officer	Deadline	Status	%Comp	
10. Complete review of Third Sector Team					
Key Milestones					
Review of Third Sector Team completed	Steve Hill	Mar-17	Completed	100%	The review of the Third Sector Team has been a comprehensive review, including benchmarking with other Local Authorities, a full options appraisal including exploring savings and efficiencies, incorporating Commissioner, Committee and Senior Management expectations and liaison with our ICT partner to develop an improved, transparent, online Grants system. This work has taken longer than anticipated and as a consequence, delivery has been delayed, however the review has now been completed and proposals for consultation have now been produced.
New team structure finalised	Steve Hill	Mar-17	Completed	100%	The team structure was finalised in May 2017.
Staff / Trade Union consultation on new team structure completed	Steve Hill	Apr-17	Overdue	80%	The timetable for consultation has been revised to reflect the time required for the review of the team and future requirements. The documentation and JDs have been produced and consultation has commenced and is due to be concluded in early September.
Assimilation into posts / interviews	Steve Hill	May-17	Overdue	30%	The dates for the Assimilation and Interviews have been revised and are expected to take place in late September.
Full Implementation of new team structure	Steve Hill	Jun-17	Overdue	0%	The full implementation is now planned in October 2017.
11. Implement web based GIFTS software					
Key Milestones					
System mapping of requirements to improve management reporting, information management and analysis	Steve Hill	Feb-17	Completed	100%	The system mapping of requirements to improve management reporting, information management and analysis has been completed. The scope of the ICT work required is substantial and requires upgrading the current ICT system.
Development of web-based solution completed	Steve Hill	Apr-17	Overdue	50%	The web-based solution has been developed to take account of the findings from the review and best practice learning from other councils. This relates to workflow, monitoring and reporting which will enable all council grants to be captured. This will significantly enhance the Council's ability to provide comprehensive and accessible information on all grant funding and not just mainstream grants. This wider work is underway and expected to be completed in October.

Activities	Lead Officer	Deadline	Status	%Comp	QUARTER 2 COMMENTS
Full implementation of new web-based system	Steve Hill	Jun-17	Overdue	50%	Full implementation is expected to be completed by November 2017.

Activities	Lead Officer	Deadline	Status	%Comp	QUARTER 2 COMMENTS
12. Development of Grants Scrutiny Sub-Committee					
Key Milestones					
Grants Scrutiny Committee Induction and work planning	Sharon Godman	Jun-17	Completed	100%	Work planning discussions held with Grant Scrutiny Sub-Committee, senior cabinet members and senior officers.
Develop Grants Scrutiny Sub-Committee Work programme 2017-18	Sharon Godman	Jul-17	Completed	100%	Draft work programme developed and reported to the Overview and Grants Scrutiny Sub-Committee in September.
Strengthen resident and local stakeholders involvement in Committee's Work programme	Sharon Godman	Aug-17	On Target	70%	Proposals agreed to strengthen engagement through a range of methods including participation at meetings, press releases and use of the council website and social media.
13. Complete commissioning of Community Cohesion Theme					
Key Milestones					
Tender advert	Steve Hill / Emily	Mar-Apr 17	Completed	100%	The tender went out to advert in March 2017.
Tender evaluation	Steve Hill / Emily	May-17	On Target	80%	Interviews have been completed
Contract award	Steve Hill / Emily Fieran-Reed	Jun-17	Delayed	63%	5 of the 8 lots have been awarded and are due to go live from 1 Sept 2017. In the remaining 3 lots, the quality was not sufficient to award. It is proposed that this be addressed by inviting some of the higher scoring bidders from other lots to deliver the remaining contracts. It may not be possible to do this by 1 September but it is hoped that any delay will be short.
Contract mobilisation	Steve Hill / Emily Fieran-Reed	Aug-17	Delayed	63%	Contract mobilisation for the 5 lots where an award has been made is on track and taking place during August. Contract mobilisation for the remaining 3 lots may be slightly delayed due to the time to set these up.
14. Review and improve working of Grants Determination Sub-Committee					
Key Milestones					
6 - month review of the Grants determination Sub-Committee	Matthew Mannion / Steve Hill	Sep-17	Delayed	10%	This is being linked to the wider review of Grants Procedures at the Council. It is considered sensible to wait the outcome of the wider review before finalising a specific review of the Sub-Committee.
Forward plan implemented to set out future work	Matthew Mannion / Steve Hill	On-going	Completed	100%	Forward Plan developed for Committee which will be reviewed on an on-going basis.
Grants Determination Sub-Committee away-day	Matthew Mannion / Steve Hill	Sep-17	Delayed	0%	This will take place at the appropriate time during or following the wider grants procedures review being undertaken.
Grants Determination Sub-Committee Members development seminars	Matthew Mannion / Steve Hill	On-going	On Target	0%	This is being fed into the wider review of the Member Development Programme currently being undertaken and will also be considered as part of the Member Induction process after the elections in 2018.
15. Strengthen grants management and work strategically with voluntary and community sector					
Key Milestones					
Complete audit of grants monitoring	Minesh Jani	Oct-17	On Target	10%	Audit is currently in place and is scheduled to report by end of October.
Review and update the Council's grants policy, working closely with services	Sharon Godman	Mar-18	On Target	20%	A paper has been drafted outlining the scope of this work for the Grants Scrutiny and Determination committees in September.
Work with the voluntary sector to develop a voluntary sector compact	Sharon Godman	Mar-18	On Target	10%	This work is currently pending the recruitment of a suitably experienced officer to take this forward. It is hoped that this will happen soon, in which case it is hoped that the original deadline will be able to be met.

Activities	Lead Officer	Deadline	Status	%Comp	QUARTER 2 COMMENTS
Undertake comprehensive review of contracts and grants to inform the development of the Council's new approach to commissioning	Zena Cooke	Mar-18	On Target	10%	A review of grants register has been undertaken for 17-18 and further work is being undertaken to review contracts information. This piece of work will inform the future grants policy which is being led by the Strategy, Policy and Performance Team.

Organisational Culture

Activities	Lead Officer	Deadline	Status	%Comp	
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16. Permanent recruitment to the post of Corporate Director Governance

Key Milestones

Advert	Will Tuckley	Jan-17	Completed	100%	Completed
Long-list Interviews	Will Tuckley	Feb-17	Completed	100%	Completed
Short-list Interviews	Will Tuckley	Mar-17	Completed	100%	Completed
Appointment confirmed	Will Tuckley	Apr-17	Completed	100%	Corporate Director started with the Council in July 2017.

17. Complete review of Constitution

Key Milestones

Constitutional Working Group review parts 5,6 and 7	Asmat Hussain	Apr-17	Overdue	80%	Further reviews of the Constitution is being undertaken. Report taken to Council on 19/7 with regards to revision to Constitutional on Part 3.3, 4.2,4.3,4.5,4.6 ,5.7 and 5.2. Report due to General Purpose Committee in October to consider further reports on code of conduct, member officer protocol and officer procedure rules.
Amendments to General Purpose Committee	Asmat Hussain	Apr-17	Overdue	80%	
Full Council approval of parts 4 to 7	Asmat Hussain	May-17	Overdue	80%	

18. Recruitment of seniors officers to complete new corporate structure

Key Milestones

Advert	Will Tuckley	Jan-17	Completed	100%	Completed
Short-listing	Will Tuckley	Feb-17	Completed	100%	Completed
Interviews	Heather Daley	Mar-Apr 17	On target	85%	The following senior posts are covered on an interim basis: - CD Place (internal acting up arrangements in place for 12 months to July 2018 - review to take place at that time) - DD Adult Social Care - DD Children's Social Care (substantive post holder on outward secondment) - the two DD roles in CS have closed and longlisting is on going. Shortlisting will take place in September and final interviews in October. The 2 DD roles in HAC are live and will close in September . Final interviews for the DD Growth and Economic Development position took place on 8th August.

19. Implement actions from Clear Up Project

Key Milestones

Publish report	Asmat Hussain	Apr-17	Completed	100%	Clear Up project report published as part of the June 2017 cabinet meeting papers.
Report and recommendations to Full Council	Asmat Hussain	Jun-17	Completed	100%	Report went to Full Council on 19/7. Outstanding action reports and monitoring of the Project will be undertaken by CLT and OSC and SAC at regular intervals throughout the year and are pre-diarised.
Implement recommendations from Clear Up Project	Asmat Hussain	July 17 onwards	On Target	20%	As per above updates will be reported to Corporate Leadership Team, Overview and Scrutiny Committee and Standing Advisory Committee.
Review progress against implementation	Asmat Hussain	Quarterly	On Target	0%	As per above.


Activities	Lead Officer	Deadline	Status	%Comp	QUARTER 2 COMMENTS
Review Whistleblowing arrangements and implement new scheme	Heather Daley	May-17	Delayed	80%	Corporate Leadership Team agreed the GT report and the follow up work, implementation and actual review of the policy is ongoing taken by Divisional Director of HR the Corporate Director Governance . Report to go to GPC in October.

Activities	Lead Officer	Deadline	Status	%Comp	QUARTER 2 COMMENTS
20. Review employment policies and practices and implement them					
Key Milestones					
Project Group formed and policies prioritised for review	Heather Daley	Jan-17	Completed	100%	A project group involving managers, trade unions and HR business Partners have identified four policies for review which could include disciplinary, managing absence, resolution (grievance and harassment) and performance and disciplinary.
Workshops with key stakeholders held to identify issues	Heather Daley	Feb-17	Completed	100%	Project group has held 6 workshops to review policies.
First draft proposals developed on good practice and procedural amendments	Heather Daley	Mar-17	Completed	100%	Engagement with trade unions informally has occurred.
Development of detailed changes and stakeholder engagement	Heather Daley	Apr-17	Delayed	80%	A distinction between: policy, provision/rules, procedure and guidance has now occurred. A cross referencing with 6 x emerging key themes within a revised HR Strategy has now occurred. A cross referencing with review of Whistleblowing Policy/Procedure is taking place
Implement changes to practice through (a) BP training (b) management and staff training	Heather Daley	(a) 01/09/2017	Overdue	10%	Additional interim resource within HR for ER casework management engaged and now commenced (a) BP training likely by end of October.
21. Develop and implement refreshed employee values					
Key Milestones					
Staff survey completed	Heather Daley	Jan-17	Completed	100%	50% response rate from all staff. The results have been analysed and disseminated to management and staff with discussions taking place at team meetings.
Focus Groups	Heather Daley	Feb-17	Completed	100%	4 focus group held with staff to explore themes coming out of staff survey to develop core values and further engagement undertaken at the staff conference attended by 750 staff.
Revised values developed and: (a) communicated (b) staff engaged via their managers	Heather Daley	Mar-Apr 17 (a) August (b) By October	Delayed	90%	(a) Revised core values agreed by CLT and MAB - communicated to CLT and SMF in July - communicated by email August (b) All managers asked to use engagement tool to engage with Staff and summarise actions emerging by end of September.
22. Deliver Year 1 of Smarter Together Programme					
Key Milestones					
Resource programme and project roles	Heather Daley	May-17	Completed	100%	Programme and Project Managers appointed.
Programme plans mapped to MTFS to ensure benefits are realised	Neville Murton	Jun-17	On Target		Work completed with on-going monitoring in place.
Change managed and staff engagement maintained and measured via staff pulse surveys	Heather Daley	Jan-18	On Target	45%	Conversation groups are in place to engage staff in upcoming changes. Programme Managers attended CE Roadshows to provide an update on the programme/increase interest in joining conversation groups. New Communications Officer appointed and discussions held with DD Communications to increase interest and engagement in the programme by better defining and communicating the look and feel of the end goal.
Year 1 MTFS benefits realised via Programme	Neville Murton	Mar-18	On Target	50%	Q1 budget monitoring report is being presented to Cabinet in September 2017 including savings tracker information.
Smarter Together Programme plans delivered	Neville Murton	Mar-18	On Target	50%	Programme Board and Smarter Together Governance agreed and Boards meeting monthly. Programme plans agreed and progress monitored by Transformation Board.

Activities	Lead Officer	Deadline	Status	%Comp	QUARTER 2 COMMENTS
23. Ensure Council more outward focussed and review feedback from external stakeholders					
Key Milestones					
Ofsted Inspection - Review recommendations and develop improvement action plan	Debbie Jones	Apr-17	Completed	100%	The Children's Services Improvement Board has now met three times, and has set a clear forward plan to focus on relevant thematic issues for each meeting. The Improvement Plan was submitted to the Secretary of State on 19 July 2017. This will be updated monthly, and will feed into the Quarterly Progress Report. The first report was completed in August 2017 and will report to the Best Value Improvement Board, oversee Scrutiny Committee and Cabinet in September 2017.
Review Annual Residents Survey 2017	Sharon Godman	May-17	Completed	100%	The results have been analysed and communicated to staff and residents. Areas of improvement have been identified including suggestions for the Best Value Improvement Board to consider.
Establish regular meetings of Tower Hamlets Partnership	Sharon Godman	Apr-17	Completed	100%	The partnership continues to meet on a regular basis. A workplan has been developed to refresh the committee plan for 2018 setting out a clear vision and priorities for the borough which all parties are signed up to.
Investors in People Gold Accreditation	Heather Daley	Dec-17	On Target	50%	IIP Assessor completing observations as part of the pre-assessment work. Arrangements for the staff survey to be agreed with the Assessor shortly.
ADASS Peer Review	Denise Radley	Apr-17	Completed	100%	The ADASS peer review on outcome based commissioning is now complete and feedback has been shared and discussed with all staff, partners and residents who participated. The review identified considerable positive practice and progress and the learning and issues for consideration have been taken forward as part of the continuous improvement approach within the directorate.
Undertake a programme of improvement work with LGA	Sharon Godman	Apr 17- Mar 18	On Target	40%	A range of work has been agreed with LGA including a corporate peer challenge in 2018, member development, best practice and staff development.
24. Complete phase 2 of Officer Schemes of Delegation					
Key Milestones					
Report to Council on Constitutional changes including in respect of revisions proposed to Parts 3.7 and 3.8 of the Constitution and which relate to Limitations and Delegated Decision Making – General Principles respectively; and on Directorate Scheme of Management	Graham White	Jun-17	Overdue	20%	New Monitoring Officer reviewing approach to this piece of work and revised implementation date of November 2017 is proposed.
Circulate revised proposed Officer Scheme of Delegations to Corporate and Divisional Directors	Asmat Hussain	Jul-17	Overdue	0%	As per above
Corporate Director and Monitoring Officer sign off on respective Officer Scheme of Delegations for Directorates	Asmat Hussain	Sep-17	Overdue	0%	As per above
Report to Cabinet on the final Officer Scheme of Delegations	Asmat Hussain	Nov-17	On Target	0%	As per above
Report to General Purposes on the final Officer Scheme of Delegations	Asmat Hussain	Nov-17	On Target	0%	As per above
Report to Council on the final Officer Scheme of Delegations	Asmat Hussain	Nov-17	On Target	0%	As per above

Activities	Lead Officer	Deadline	Status	%Comp	QUARTER 2 COMMENTS
25. Review and implement Member/Officer Development work programme					
Key Milestones					
Review and update Planning Code of Conduct	Asmat Hussain	Apr-17	Completed	100%	
Review and Update Member /officer Protocol	Asmat Hussain	May-17	Delayed	50%	
Corporate Induction to include session on Member and Officer Protocol	Asmat Hussain	Jun-17	On Target	70%	The Corporate Induction now includes a slot on Decision Making / Role of Members / Member Officer Protocol etc. The first induction using the updated protocol was presented in July
Develop and agree Member to Member protocol	Asmat Hussain	May-17	Delayed	50%	Draft protocol developed and will be consulted with a range of stakeholders.
26. Declarations of Interest - Members & Officers					
Audit of 2016-17 Staff Declarations of Interest & follow up in six months	Minesh Jani	Apr 17 & Oct 17	Completed	100%	Audit is complete and findings from this work will be reported to the Audit Committee.
Follow up on audit of management and control of staff hospitality and gifts	Minesh Jani	May-17	Completed	100%	This audit was completed and reported to the Corporate Leadership Team and Audit Committee in June 2017.
Annual Officers Declaration of Interest 17-18	Heather Daley	Jun-17	On Target	80%	This is being completed as part of the Personal Development Process for all staff.
Audit of 2017-18 Staff Declarations of Interest	Minesh Jani	Dec-17	On Target	5%	This has been scheduled into the Annual Audit Plan for 2017-18 and will be completed by December 2017.
Annual Members Declaration of Interest	Asmat Hussain	Dec-17	On Target	0%	This will be undertaken in December 2017.

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<p>Cabinet</p> <p>19 September 2017</p>	
<p>Report of: Will Tuckley, Chief Executive</p>	<p>Classification: Unrestricted</p>
<p>Q1 (April-June) Strategic Performance Monitoring Report</p>	

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

Executive Summary

This paper provides details of the Council's performance against Strategic Measures during quarter one (April-June 2017).

Recommendations:

The Mayor is recommended to:

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

1. REASONS FOR THE DECISIONS

- 1.1 The Council's Performance Management and Accountability Framework sets out the process for monitoring the Strategic Plan and performance measures which are reported regularly to the Corporate Leadership Team and Cabinet.
- 1.2 This report promotes openness, transparency and accountability by enabling Tower Hamlets' residents to track progress of activities that matter most to them and their communities.

2. ALTERNATIVE OPTIONS

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

3. BACKGROUND

- 3.1 This report summarises the Council's performance during quarter 1 of 2017/18 (April to June 2017) in delivering year two of its three year strategic plan. The year two plan, which was agreed by Cabinet in April 2017, builds on the Council's achievements in year one of the plan (2016/17) and sets out ambitious plans to achieve the outcomes detailed in the Strategic Plan.
- 3.2 Following the decision of the Secretary of State to return full decision making powers to the Council during 2016/17, the Council has developed a Best Value Improvement Plan 2017-18 and established a Best Value Improvement Board which will continue delivering sustainable improvements against the Best Value areas over the coming year.
- 3.3 In January-February 2017 Children's Services were inspected by Ofsted under the "single inspection framework" for children in need of help and protection, children looked after and care leavers, which graded Children's Services as "inadequate" in its overall judgement. In response the Council has developed an Improvement Plan which was submitted to the Secretary State for Education in July 2017 and established a Children's Services Improvement Board
- 3.4 The Improvement Plan contains detailed actions for service improvement which fall into four key priorities: leadership, management and governance; robust model of social work practice; sufficient and skilled workforce; quality assurance and audit. Alongside the additional strategic measures, these are being closely monitored through practice audits and comprehensive performance data to allow for greater understanding of progress. The Children's Services Improvement Board will deliver the strategic oversight and challenge required to ensure that appropriate, timely change and impact is being delivered according to the Improvement Plan.

- 3.5 The Council has also refreshed its approach to performance management in recognition of the improvement journey which it is on. The refreshed approach supports greater focus on areas of high risk, strengthening the leadership role of managers and members and providing more robust review and challenge to poor performance and areas of concerns. The Council will also seek to further develop public performance reporting during 2017/18, ensuring that information is available in a more accessible format for local people.
- 3.6 This report notes the significant progress made during Quarter 1 2017/18 in delivering year two of the Strategic Plan and achieving the associated stretch targets set in the strategic measures. Appendix 1 sets out in detail how the Council has performed during Quarter 1 against the basket of 32 strategic measures that can be reported on this quarter.

THE STRATEGIC PLAN

- 3.7 Cabinet agreed year two of the three year Strategic Plan in April 2017. Of the 25 Measures suitable for comparison with performance at the same period in 2016/17, 70% (16) show improved performance. Table 1 shows performance by priority outcome area. Sections 4.5, 4.22 and 4.30 of this report highlight areas of high performance and sections 4.9, 4.25 and 4.32 detail areas for improvement, where performance has not met expectation.

Priority Outcome 1: Creating opportunity by supporting aspiration and tackling poverty				
Performance against target	GREEN 1	AMBER 4	RED 11	N/A 1
Direction of travel (compared to same period last year)	IMPROVING 6	NO CHANGE 0	DETERIORATING 6	N/A 5
Priority Outcome 2: Creating and maintaining a vibrant, successful place				
Performance against target	GREEN 5	AMBER 0	RED 2	N/A 2
Direction of travel (compared to same period last year)	IMPROVING 6	NO CHANGE 1	DETERIORATING 0	N/A 2
Enabling Objective: A transformed Council, making best use of resources with an outward looking culture				
Performance against target	GREEN 2	AMBER 1	RED 2	N/A 0
Direction of travel (compared to same period last year)	IMPROVING 4	NO CHANGE 0	DETERIORATING 1	N/A 0

Table 1: Performance by Priority Outcome Area

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

As can be seen from Table 1, 13 Strategic Measures are rated as Green or Amber against target, whilst 15 are rated as Red.

A further three measures are not suitable for RAG rating. In the case of the measure “Non-Elective Admissions”, the target for this measure has not yet been finalised and will be completed as part of Q2 reporting. In the case of the remaining two measures, “Households Living in Temporary Accommodation” and “Total Notifiable Offences”, the Council has made a decision not to set targets for these two indicators, and so a RAG assessment cannot be made.

Section 4 of this report highlights areas of achievement in Quarter 1, and provides analysis and explanation for all “Red” rated Strategic Measures where performance has deteriorated since last year, or the measures are new for 2017/18.

3.10 Proposed changes to reporting methodology

The Place and Health, Adults and Community Directorates have each proposed a change to the methodology for reporting one Strategic Measure for which they are responsible. The measures are;

- Smoking Quits
- Lets to overcrowded families

In the case of smoking quits, it is proposed that reporting moves from “the number of quits per 100,000 of population aged over 16”, to a simple count of number of quits achieved. This would mean that the stretch target for the year would change from 673 per 100,000 population to 1528 actual quits. It is felt that this change would make the measure easier for the public to understand. If applied to quarter 1 327 people were supported by the services which 134 per 100,000.

In the case of “Lets to overcrowded families”, it is proposed that the measure changes from a count of the number of lets to overcrowded families to reporting the proportion of the total number of lets in the period which were made to overcrowded families.

If applied to quarter 1 data, this would mean that rather than rather than reporting 303 lets against a stretch target of 226 lets, the measure would report that 59% of the total lets in the quarter were made to overcrowded families, against a proposed target of 50%. This target reflects performance over the past four years, where on average 49% of lets have been made to overcrowded households.

This change is proposed because the total number of lets varies from year to year (from 2,207 in 2015/16 to 1,604 in 2016/17), meaning that a numerical target could lead to a disproportionately large or small number of lets being made to overcrowded families as a proportion of all lets. By setting a percentage target, the Council can ensure that a sufficient proportion of lets is made to overcrowded families, whilst ensuring that lets are also made to other priority applicants such as wheelchair users and homeless applicants.

It is proposed that these changes to the reporting methodologies be introduced from Quarter 2 2017/18.

4. **ANALYSIS BY PRIORITY AREA**

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

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

Priority 1: Creating opportunity by supporting aspiration and tackling poverty

Priority 2: Creating and maintaining a vibrant, successful place

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

- 4.3 The Council has identified a wide range of strategic performance measures to measure its success in achieving the three priorities.

- 4.4 This section of the report provides analysis of how successful the Council was in delivering the performance it planned during Quarter 1 2017/18, providing analysis and commentary by priority area.

- 4.5 **Achievements in Quarter 1 2017/18: Priority 1 Creating opportunity by supporting aspiration and tackling poverty**

- 4.6 The Council is working hard to create opportunity for local residents and has been successful in supporting 123 businesses during the quarter, just two short of its stretch target of supporting 125.

The Council's Enterprise Team has been actively engaging and supporting start-up businesses with partner support organisations, and the Council's business desk assists businesses to access local markets through supply chain work and where appropriate supports them to locate suitable property to start or move to the borough. There is also now a new package of 'Business Ready' projects in New Start up, Retail marketing, Supply Chain and Growth which will assist more businesses to develop and grow, thus creating further local opportunity.

Local businesses have also been supported through the "Supply Tower Hamlets" programme. 66 businesses have had two hours support through 1:2:1 support and attending workshops, and a further 11 businesses have had 8 hours support and are proactively sending out proposals and selling their services to other private businesses and tendering to the public sector. This quarter 8 businesses have become fit to supply. This quarter has seen a greater demand generation for the project, through the workshops provided, clients referring businesses, the delivery of partner marketing to the local area and following the programme beginning to gain visibility.

Business support activities have commenced, and the first pilot project is due to be completed before the end of Q2. Social Streets was appointed to deliver Digital training for Market Traders and Retailers in Whitechapel. This pilot project covered Social Media, basic website development and apps, through a series of training sessions, networking events and mentoring. Through this pilot project, 40 businesses including traders were supported in the Whitechapel area alone. Mentoring sessions are still taking place and evaluation of this project will be completed by the end of Q2.

- 4.7 The Council was also successful in supporting 199 local people into employment during the quarter through the WorkPath Partnership. This is an increase of 93 residents that have been helped into employment compared to the same period last year. The WorkPath service has seen 27 more reported Job Starts for BME residents, 15 more reported for female residents, 18 more for BME female and 9 more Lone Parents compared to the same period in 2016/17.

The WorkPath Service works with key Council services and external partners including the Supporting Stronger Families, Job Centre Plus, Poplar HARCA, Housing Options, the Careers Service, Drug and Alcohol Team, Integrated Offender Management project (Probation service) and Ideas Stores to identify those residents who would benefit most from support, maximising engagement of women, disabled and BAME residents. WorkPath focuses on supporting economically inactive and long-term unemployed groups of residents (Residents furthest from the Labour Market, potentially with multiple barriers to employment), those that require extensive support over a longer period of time to get them job ready and into employment.

- 4.8 Performance also continues to exceed the Council's stretch target on the measure of the proportion of people aged 65 and older receiving long term support. 1186 people per 100,000 are currently receiving long term support, better than the Quarter 1 stretch target of 1305 per 100,000, and an improvement of 92 people per 100,000 on the year end 2016/17 figure of 1278. This performance has been supported by the Council's work to "develop an integrated health and social care system" (Strategic Activity 1.4.2), and to "increase the independence and resilience of our communities" (Strategic Activity 1.4.4)
- 4.9 **Areas for Improvement: Priority 1 Creating opportunity by supporting aspiration and tackling poverty**
- 4.10 As part of the monitoring of the Council's performance, analysis is undertaken to identify those measures that have not met their quarterly target.
- 4.11 Of the 15 Strategic Measures in the Strategic Plan relating to Priority 1 that are reportable in Quarter 1; 9 measures (60%) are below the minimum expectation and have either deteriorated since the corresponding quarter for the previous year, or else are new measures for 2017/18.
- 4.12 Further detail and analysis of these 9 Strategic Measures is provided below.
- 4.13 **Overall employment rate - gap between the Borough and London average rate (working age) (percentage points)**

According to the figures published by NOMIS the Tower Hamlets overall employment rate has decreased 4.1ppts since last quarter's reporting, whilst the London average has remained the same. The gap between Tower

Hamlets and London has widened by 6ppts to 8.5ppts compared to last quarter.

The data for the employment rate is taken from the Annual Population Survey (APS). The APS is the largest regular household survey in the United Kingdom. It includes data from the Labour Force Survey (LFS), plus further sample boosts in England, Wales and Scotland. The survey includes data from a sample of around 256,000 people aged 16 and over.

As APS estimates are based on samples, they are subject to sampling variability. This means that if another sample for the same period were drawn, a different estimate might be produced. In general, the larger the number of people in a sample, the smaller the variation between estimates. Estimates for smaller areas such as local authorities are therefore less reliable than those for larger areas such as regions.

This provides survey based estimates, the methodology of which means that there may be significant variations in outturn from one quarter to the next. Furthermore, it is important to note that the confidence interval on the TH employment rate is 4.3% compared to 0.7% for London which means that the actual rate for TH could in fact be much higher.

The WorkPath service and wider WorkPath partnership continue to support residents into employment and has seen an 87% increase of 93 more jobs recorded compared to this time last year.

4.14 Number of adoptions and special guardianship orders for looked after children

Three adoptions and special guardianship orders have been granted for looked after children during Quarter 1, against a minimum expectation for the quarter of eight, and a stretch target of 10.

A number of cases are progressing through the court process currently and it is anticipated that around 15 adoptions will be completed this financial year. Special guardianship orders are harder to forecast as the system used to track these cases needs updating. There is a continuing focus on identifying appropriate permanency options for Looked After Children.

4.15 The percentage of looked after children in the same placement for two years or more

70% of looked after children had been in the same placement for two years or more at the end of Quarter 1, against a target of 88.2%. The Children's Social Care service are taking a number of steps to help support and improve placement stability:

1. The Child & Adolescent Mental Health Service in Social Care Team consultation rota 9am-5pm. The Child & Adolescent Mental Health Service in Social Care (CISC) team are a co-located and integrated team providing direct work and consultation on LAC cases that need additional support.

2. A placement stability forum meets monthly to discuss cases where social workers, carer support workers and managers reflect on practice to ensure the carer is supported to meet the needs of the child.
3. The cohort of children looked after for two years or more is available to managers through child-level data reports and utilised to enable Children's Social Care to prioritise, prevent disruption and track practice, be it during staff supervision, disruption meeting process or reflective forums.
4. Independent Reviewing Officer alerts have undergone increased quality assurance so that the child's experience of care is brought to the attention of social workers and managers to address in a timely way.

4.16 The percentage of children's social care contacts completed within 24 hours

42.5% of children's social care contacts were completed within 24 hours during Quarter 1, against a minimum expectation of 90% and a stretch target of 95%. A review of processes in the MASH (Multi-Agency Safeguarding Team) post-Ofsted inspection identified that the way contacts were being processed and recorded had led to unreliable data. There has been a significant data cleansing exercise in April combined with changes in the way that contacts are processed and this resulted in a backlog of work being pushed through the system which has impacted on timeliness for Quarter 1. In May and June, in addition to staffing issues, and periodic IT problems, there was a significant increase in the number of contacts being received, from around 850 in April, to over 1200 in both May and June. This additional demand is higher than at any point in the last 12 months and is a constraint on immediate improvement on completion timescales. However, there is an increased focus by the 2 MASH managers to complete contact decisions within 24 hours and we will start to evidence a percentage increase as we go forward this year.

4.17 The percentage of children's social care assessments completed within 45 days

68.7% of children's social care assessments were completed within 45 days during Quarter 1, against a minimum expectation of 90% and a stretch target of 95%. Performance has declined in part due to improvements in practice in the Assessment and Intervention Team to ensure the assessment process is always child focused and in line with best practice. There has also been a pressure due to the backlog of assessments being pushed through the system as a result of the data cleansing exercise outlined in paragraph 4.16. For context, the number of assessments completed in July is double that of April, May or June, and these assessments will have been ongoing during Quarter 1, adding to workloads in this period. At the same time the workforce within the MASH and Assessments and Intervention (A&I) Teams are 80% agency social workers. There continues to be a turnover of social workers within A&I some of which have been asked to leave due to poor performance and throughput of assessments. New team managers are now in post who will be monitoring assessment timescales to improve performance. In turn, the

ongoing recruitment drive should result in a steady increase of permanent staff which will bring some stability to the workforce.

4.18 Percentage of children on a child protection order visited within the last 4 weeks

85% of children on a child protection order had been visited in the last 4 weeks during Quarter 1, against a minimum expectation of 90% and a stretch target of 95%. Timely recording of visits is continuing to impact on apparent performance i.e. visits have happened but have not been recorded quickly enough and some decisions to step down from Child Protection (CP) to Children in Need (CIN) status are not recorded on the system quickly enough, therefore cases appear to require visits that they do not in fact need. These recording delays are in part linked to increasing complex cases loads and high staff turnover impacting on performance – issues around pay, recruitment and retention. Currently Family Support & Protection teams range between 20 - 90% agency staff, with four of the five being at 50% or above. Additionally, as a result of the renewed focus on quality and compliance, thresholds around what constitutes a successful visit (eg child seen alone) have been reviewed and this will have a short term impact on performance.

Action is being taken to improve: All managers are using available child-level reports and performance meetings to understand child level data and highlight specific issues e.g. performance of particular social workers; the Family Support and Protection Service Manager is having one-to-ones with managers to look at the data; the Service Manager is addressing in supervision and asking Team Managers to set out planned admin time for social workers; one Team Manager is leading on recruiting agency Social Workers to reduce duplication; individual deadlines are being set for Social Workers; the Service Manager is having weekly meetings with Team Managers group to address performance.

4.19 Percentage of child protection reviews completed in time

79.3% of child protection reviews were completed in time during Quarter 1, against a minimum expectation of 95% and a stretch target of 98%. The Child Protection and Reviewing Service (CPRS) have been down by one CIN Independent Reviewing Officer, for the past 6 weeks due to staff member taking over another role at short notice. There have been delays in recruiting temporary replacement.

CPRS expect that once fully staffed performance against this measure will increase. Also, changes to the recording process in FWi are being made which should support timely recording.

4.20 Employment gap for women: reducing the gap between the Borough employment rate and employment rate for women

According to the figures published by NOMIS the Tower Hamlets women's employment rate has decreased 6.9ppts since last quarter's reporting, whilst

the London average has increased by 0.4ppts. The gap between TH and London has widened by 6.9ppts to 13.1ppts compared to last quarter.

As explained in paragraph 4.13, the data for the employment rate is taken from the Annual Population Survey (APS). It is important to note that the confidence interval on the TH women's employment rate is 6.4% compared to 1.0% for London which means that the actual rate for TH could in fact be much higher.

The WorkPath service and wider WorkPath partnership continue to support residents into employment and has seen an 87% increase of 93 more jobs recorded compared to this time last year. 67 out of the 156 (42.9%) Job Starts recorded by the WorkPath service were for female residents, 50 of which delivered employment of more than 16 hours per week. 60 of the 67 (91%) job starts were for BME females which is 39% of the overall job starts (156) recorded by the WorkPath service. 203 of the 420 (48.3%) residents engaging with the WorkPath service in Q1 were female, 178 of the 203 were BME female.

Funding has been secured to extend the Women in Health programme; staff resources will shortly be finalised, training packages are being developed and placement opportunities secured. Additional funding is also being sought to continue the pre-employment function within the WorkPath service (specifically Teaching Assistant and Mid Meal Training) which have historically gained majority interest from female resident especially mother looking to return/re-enter employment.

4.21 Employment gap for BME residents: reducing the gap between the Borough employment rate and employment rate for BME residents

According to the figures published by NOMIS the Tower Hamlets BME employment rate has decreased 3.4ppts since last quarter's reporting, whilst the London average has also decreased but only by 0.5ppts. The Gap between TH and London has widened by 2.9ppts to 13.2ppts compared to last quarter.

As explained in paragraph 4.13, the data for the employment rate is taken from the Annual Population Survey (APS). It is important to note that the confidence interval on the TH BME employment rate is 9.7% compared to 1.9% for London which means that the actual rate for TH could in fact be much higher.

The WorkPath service and wider WorkPath partnership continue to support residents into employment and has seen an 87% increase of 93 more jobs recorded compared to this time last year. 133 (85.3%) of the 156 Job Starts recorded by the WorkPath service were for BME residents, 150 of which delivered employment in excess of 16 hours per week. 361 (86%) of the 420 residents engaging with WorkPath were from the BME community. The Council is currently in the process of procuring a provider to specifically target

Somali Graduates and support them in finding and securing graduate opportunities.

4.22 Achievements in Quarter 1 2017/18: Priority 2 Creating and maintaining a vibrant, successful place

- 4.23 The Council was successful in exceeding its stretch target for the percentage of household waste sent for reuse, recycling and composting. The overall recycling rate at year end was 27.6% which was a percentage point increase on the previous year's performance, and 0.6ppts ahead of the stretch target of 27%.

Waste services are currently working together with the corporate communications team on a borough-wide waste minimization campaign. The main purpose of this campaign is to reduce waste generated in households by encouraging residents to reuse their items and making compost schemes more accessible to them among other activities. This will also have a further effect on our recycling rates and more waste will be diverted from landfill.

There has been investment in the public recycling sites across the borough. This has made the sites look tidier and there is improved information at each site regarding what items to recycle, making this clearer for residents. The Council is also introducing centralised recycling sites on estates in collaboration with Registered Providers. The expectation is that these measures together will help to increase the total amount of recycling collected as well as reducing contamination levels.

The Council has also signed up to a three year London-wide project to improve communications related to food waste recycling.

- 4.24 The Council has also been successful in exceeding its stretch targets in Quarter 1 for delivering affordable housing for local people, and rehousing overcrowded families to larger and more suitable housing.

53 Wheelchair accessible affordable homes were delivered in the quarter, against a stretch target of 28, and 91 new social/affordable rented family homes were delivered, exceeding the stretch target of 82 homes, and more than doubling performance on the same time last year, when 44 homes were delivered.

59% of lets during the quarter were to overcrowded families who were rehoused in larger and more suitable accommodation. This represents 303 families who were rehoused to more suitable accommodation during the quarter, a significant increase on the 173 overcrowded families rehoused during the same period last year.

In addition to the health and educational benefits of reducing overcrowding in homes, the high number of lets to overcrowded applicants also has a positive impact on preventing homelessness because many applicants that do

approach the Council as homeless are often from accommodation that are overcrowded.

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

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

4.27 Of the 9 Strategic Measures in the Corporate Plan relating to Priority 2 that are reportable in Quarter 1; one measure (11%) is below the minimum expectation and is a new measure for 2017/18.

4.28 Further detail and analysis of this Strategic Measure is provided below.

4.29 The proportion of households who considered themselves as homeless, who approached the local authority's housing advice service(s), and for whom housing advice casework intervention resolved their situation

Homelessness was prevented in a total of 125 cases, of which 67 were provided discretionary supported hostel accommodation for single homeless people. 17.4% of new approaches to the Service of households homeless or threatened with homelessness were prevented from becoming homeless, which is below the minimum expectation of 19%. The two services that contribute to this measure are the housing options and preventions families and singles teams and the housing advice team, who through casework intervention resolve a household's homelessness situation, recording a homeless prevention as an outcome.

A decrease in the number of households approaching the families' team for homeless assistance has been a contributing factor for the below target performance in Q1. It is believed that this decrease may be due to concerns amongst families about the prospect of being placed in temporary accommodation outside of Tower Hamlets. The number of approaches to the Housing Advice team has however remained steady and the actual number of overall preventions has increased 6% on Q4 of 2016/17.

Where possible, we continue to negotiate with Housing Benefit to resolve arrears problems. The preventing intentional homelessness pilot with Poplar HARCA has contributed to the increase in the number of tenants assisted to remain in their social tenancies thus preventing homelessness and this pilot will be rolled out to all Registered Providers (RPs) over the next six months with the appointment of a dedicated Prevention Liaison Officer. Negotiating and providing legal advice to both tenants and landlords for the tenants to remain in the private rented sector has increased; whilst a landlord may wish to repossess a property to take advantage of the inflated private rental market, the Housing Advice service successfully negotiate for an alternative property to be offered to the tenant threatened with homelessness.

The number of negotiations or legal advocacy to remain in the private rented sector has increased since Q4, (+25%). This is despite evidence that private landlords are increasingly reluctant to let to benefit-dependent tenants and those on low to medium incomes because:

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

Despite this, the Options Service and Housing Strategy are nurturing good landlords and developing good working relations.

In addition, the commissioned supported hostel provision has reduced leaving fewer options available for prevention. For example, the revised hostel commissioning plan will result in fewer places and there is an increase in the use of beds for emergencies and assessments prior to move, neither of which can be counted as preventions.

4.30 Achievements in Quarter 1 2017/18: Priority 3 Working smarter together as one team with our partners and community

4.31 The Council has been successful in exceeding its targets for the percentage of council tax and percentage of non-domestic rates it has collected during the first quarter. Collection of council tax is at 26.42%, exceeding the stretch target for the quarter of 25.25%, and collection of non-domestic rates stood at 30.29%, ahead of the stretch target of 25%.

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

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

4.34 Of the 5 Strategic Measures in the Corporate Plan relating to Priority 3 that are reportable in Quarter 1; one measure (20%) is below the minimum expectation and has deteriorated since the same period last year.

4.35 Further detail and analysis of this Strategic Measure is provided below.

4.36 Number of working days/shifts lost to sickness absence per employee

Sickness performance at the end of the first quarter 17/18 is 9.72 days. This represents a reduction of 0.57 days against the 10.29 days reported at the end of Q4 of 16/17. This figure is 0.72 days above the 9 day minimum expectation, and 1.62 days above the 8.1 day stretch target. These targets are based on the 2nd Quartile performance figure across all London Boroughs.

HR Business Partners continue to support managers in terms of managing sickness cases and attend SMT and DMT's on a regular basis to update on sickness performance generally and discuss strategies for reducing absence. Additionally sickness performance is regularly reported to the Corporate Director for Resources. Performance Improvement Board (PIB) have held two meetings with Divisional Directors in Place and Adults Social Care. PIB will be inviting other Divisional Directors on a rota basis, to discuss underlying reasons for sickness in their areas and to explore whether any additional measures can be considered which would impact to reduce sickness absence, and agree realistic target reductions in their absence levels.

There is a recognition that the measures in place currently are not sufficiently achieving the outcomes expected i.e. sustained reduction in sickness absence, and that a different approach may yield better results. Consequently, sickness management has been selected as a pilot area for review using Outcomes Based Accountability methodology and this work is presently underway. Alongside this, a review of the Council's sickness management procedure is ongoing along with the development of a refreshed Employee Wellbeing strategy and plan.

5. COMMENTS OF THE CHIEF FINANCE OFFICER

- 5.1 This report highlights progress in delivering the Council's strategic plan activities during Q1 of 2017/18. The cost of the activities has been funded through the Council's General Fund Revenue and Capital budgets, agreed by full Council on the 22nd February 2017. There are no additional financial implications arising from the recommendations within this report.

6. LEGAL COMMENTS

- 6.1 The report provides performance information. It is consistent with good administration for the Council to consider monitoring information in relation to plans that it has adopted in order to achieve best value.
- 6.2 When considering its performance, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who do not (the public sector equality duty). The Council's targets are formulated by reference to its public sector equality duty and monitoring performance against those targets should help to ensure they are delivered.

7. ONE TOWER HAMLETS CONSIDERATIONS

- 7.1 The Council's Strategic Plan and Strategic Measures are focused upon meeting the needs of the diverse communities living in Tower Hamlets and supporting delivery of One Tower Hamlets. In particular, strategic priorities include the reduction of inequalities and the fostering of community cohesion. The Strategic Measure set contains the measures "Proportion of people with

mental health problems in employment”; “Employment gap for women: reducing the gap between the Borough employment rate and employment rate for women”; and “Employment gap for BME residents: reducing the gap between the Borough employment rate and employment rate for BME residents”

- 7.2 Data for Quarter 1 2017/18 shows that 5.8% of those aged 18-69 years old with an open CPA (care pathway approach) were in employment, just below the Council’s stretch target of 5.9% of people with mental health problems in employment. On the measures of the employment gap for women and BME residents, performance did not meet the Council’s minimum expectation for the quarter, however the Council’s WorkPath service and wider WorkPath partnership continue to support residents into employment and has seen an 87% increase of 93 more jobs recorded compared to this time last year. 133 (85.3%) of the 156 Job Starts recorded by the WorkPath service were for BME residents, 150 of which delivered employment in excess of 16 hours per week. 361 (86%) of the 420 residents engaging with WorkPath were from the BME community. 67 out of the 156 (42.9%) Job Starts recorded by the WorkPath service were for female residents, 50 of which delivered employment of more than 16 hours per week.

8. BEST VALUE (BV) IMPLICATIONS

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

9. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 9.1 The Strategic Plan contains a number of environmental milestones within Priority Outcome 2 “Creating and maintaining a vibrant, successful place”. The Strategic Measure set contains the measures “Percentage of household waste sent for reuse, recycling and composting”; “Level of street and environmental cleanliness – litter”; “Level of street and environmental cleanliness – detritus”; “Level of street and environmental cleanliness – graffiti”; and “Level of street and environmental cleanliness – fly posting”. Latest available data (end of year 2016/17) shows that the Council met its stretch targets on the measures of recycling, litter, graffiti and fly-posting. Further performance data regarding these measures will be reported at the end of Quarter 2 2017/18.

10. RISK MANAGEMENT IMPLICATIONS

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

11. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 11.1 The Strategic Plan contains a number of crime and disorder items under Priority Outcome 2 “Creating and maintaining a vibrant, successful place”. The Strategic Measure set contains the measure “Total Notifiable Offences” (TNOs). Data for the period April to June 2017 shows that there were 8,316 TNOs during Quarter 1. TNOs are all offences under United Kingdom law where the police must inform the Home Office by completing a crime report form for statistical purposes.
- 11.2 Whilst the responsibility to tackle and reduce crime lies with the Metropolitan Police Service, the Council has for a considerable amount of time been supplementing the local Police in the borough, by funding an additional number of Police officers to address key crime and disorder priorities (Drugs, ASB and Prostitution) for the Council and in turn residents.
- 11.3 The Council continues to fund a team of 5 PC’s and 1 Police Sergeant, known as the Partnership Task Force, to tackle key crime and ASB hotspots within the Borough. On 19 July 2017, Mayor John Biggs also announced funding for a further fourteen new police officers to tackle crime and anti-social behaviour on council estates. The officers will be joining Tower Hamlets Homes staff in a ground-breaking joint anti-social behaviour team – the first of its kind in the Borough.

12. SAFEGUARDING IMPLICATIONS

- 12.1 The Strategic Plan contain a number of items relating to safeguarding adults and children falling under Priority 1: “Creating opportunity by supporting aspiration and tackling poverty”. The Strategic Measure set contains the measures “Percentage of children’s social care contacts completed within 24 hours”; “Percentage of children’s social care assessments completed within 45 days”; “Percentage of children on a child protection order visited within the last 4 weeks”; and “Percentage of child protection reviews completed in time”. Performance against these measures is currently below the Council’s minimum expectation.
- 12.2 As outlined in paragraph 3.3 and 3.4, the Council has developed an Improvement Plan for Children’s Services which was submitted to the Secretary State for Education in July 2017 and established a Children’s Services Improvement Board which will deliver the strategic oversight and challenge required to ensure that appropriate, timely change and impact is being delivered according to the Improvement Plan.
- 12.3 Against the Strategic Measure “Proportion of people over 65 receiving long term support, per 10,000 population”, performance is currently better than the Council’s stretch target, with 1186 per 10,000 people over 65 receiving support, against a stretch target of 1305.

Linked Reports, Appendices and Background Documents

Linked Report

- NONE

Appendices


- Appendix 1 – provides detailed analysis of the Council's performance against its strategic measures during quarter one


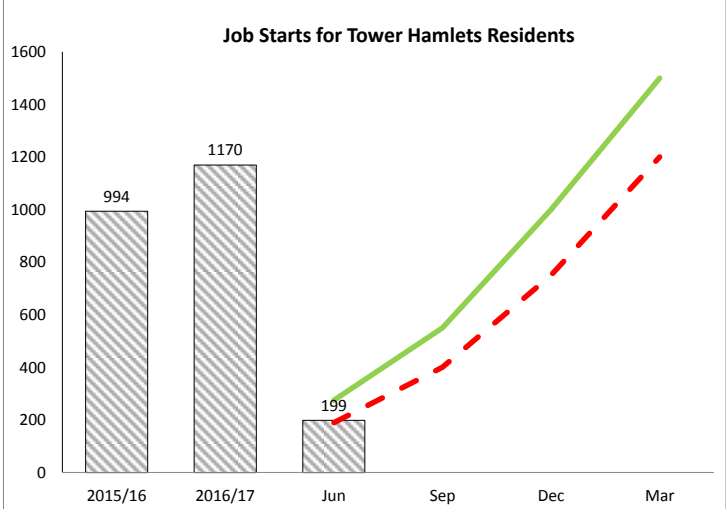
Background Documents – Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2012


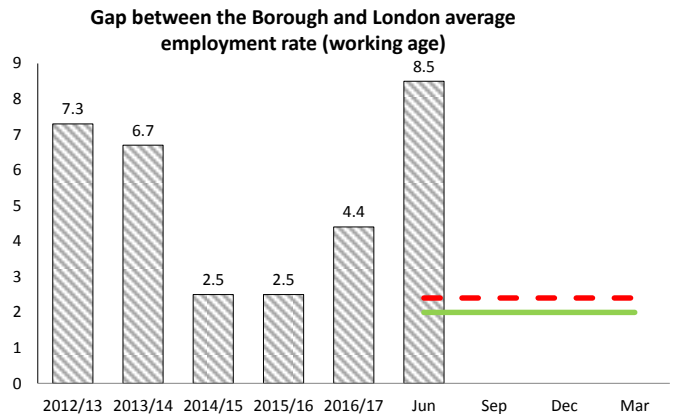
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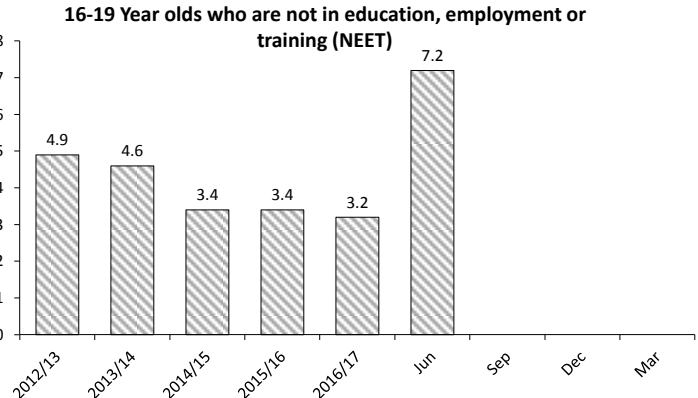
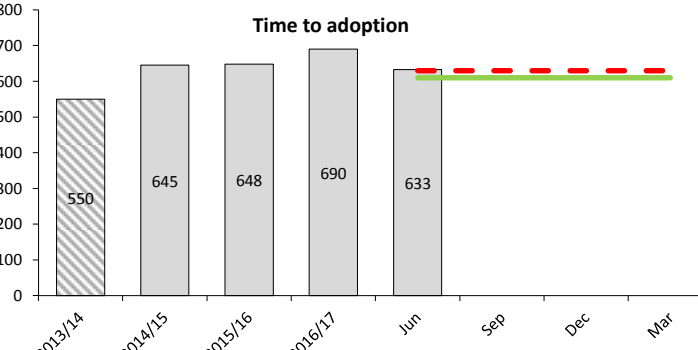
Officer contact details for documents:


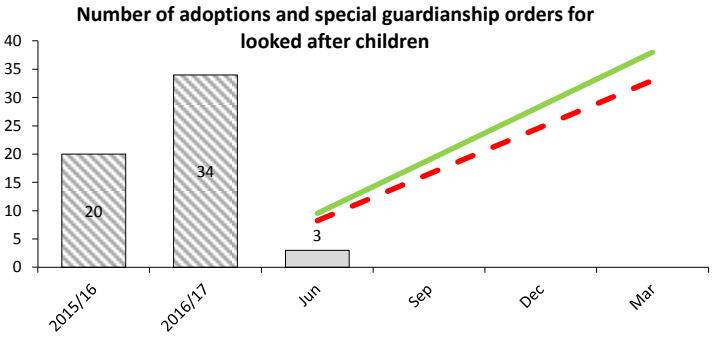
Sharon Godman, Divisional Director Strategy, Policy and Partnership


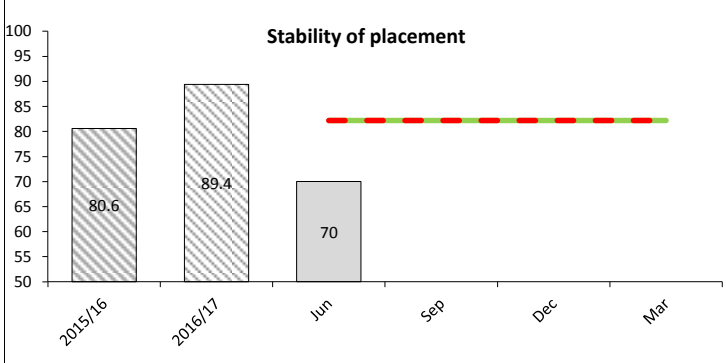
Description		Annual Actual (2016/17)	Q1 Minimum Expectation	Q1 Target	Q1 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)	
Creating opportunity by supporting aspiration and tackling poverty								
A dynamic local economy with high levels of growth benefiting us								
Number of businesses supported through Council activities Measured in: Number Good Performance: Higher	Strategic Plan activity to support this measure: 1.1b: Implement a programme of business support for Tower Hamlets businesses and entrepreneurs		265	75	125	123	AMBER	↑
	<p>Commentary for June 2017: The Enterprise Team has been actively engaging and supporting start-up businesses with partner support organisations. Additionally the business desk assists businesses to access local markets through supply chain work and where appropriate supports them to locate suitable property to start or move to the borough. There is now a new package of 'Business Ready' projects in New Start up, Retail marketing, Supply Chain and Growth which will assist more businesses to develop and grow, thus creating further local opportunity Created an launched the New Entrepreneurship programme which will accelerate output comparative to the previous financial year.</p> <p>Supply Tower Hamlets - Businesses have been fully supported on fully engaged with the programme. 66 businesses have had two hours support through 1:2:1 support and attending workshops. 11 businesses have had 8 hours support and are proactively sending out proposals and selling their services to other private businesses and tendering to the public sector. This quarter 8 businesses have become fit to supply. There is a good cross pollination of referrals from other programmes from the Enterprise team. The portfolio of programmes are evolving as the programme develops this quarter there have been 10 workshops on varying aspects of the procurement procedures, buyer supplier relationships, contracts etc. This quarter has seen a greater demand generation for the project, through the workshops provided, clients referring businesses and the delivery partner marketing to the local area and now that the programme has begun to gain visibility.</p> <p>Business support activities have commenced, and the first pilot project is due to be completed before the end of Q2. Social Streets was appointed to deliver Digital training for Market Traders and Retailers in Whitechapel. This pilot project covered Social Media, basic website development and apps, through a series of training sessions, networking events and mentoring. Through this pilot project, 40 businesses including traders were supported in the Whitechapel area alone. Mentoring sessions are still taking place and evaluation of this project will be completed by the end of Q2.</p> <p>The Partnership Development Support project has started and Oxford House has been appointed as the organisation covering the work in Bethnal Green, and Roman Road Trust will be responsible for Roman Road West District Centre. The appointed organisations will be supporting the consultation of the town centre strategy, business support activities in their respective areas and will facilitate the introduction of shop front and vacant unit's project, working with appointed suppliers to secure participation from businesses in the area as part of the agreed actions in Q2 and Q3. Balik Arts has been appointed to deliver a Pop up Cinema pilot project covering the areas of Bethnal Green, Brick Lane and Roman Road West. This pilot project aims to support young people in the borough, promote our High Streets and Town Centres, increase footfall and improve the relationship between businesses and their local community. Movie Screenings are expected during Q2 and Q3 and will be part of the calendar of events and Place Promotion activities.</p> <p>Working with the Environmental Health team, a food hygiene officer has been appointed to provide advice and work with businesses to improve their food rating. A work plan is being developed and visits will commence before the end of Q2. An RFQ has been prepared to appoint a supplier to deliver a Shopfront improvement project in Roman Road West. Work is progressing to set up the actions plans to commence projects around addressing vacant units in the centres starting with Roman Road West District Centre. Work has commenced in Watney Market to improve physical aspects of the market area, improving the residents experience and addressing ASB. Working with teams across the Council, work is progressing and a quote has been received to secure the car park in Watney Market and a supplier will be appointed to complete this work in the beginning of Q2.</p>							

Description		Annual Actual (2016/17)	Q1 Minimum Expectation	Q1 Target	Q1 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)																
More residents in good-quality, well-paid jobs																							
<p>Tower Hamlets residents supported into work by the Council's Workpath partnership provision</p> <p>Measured in: Number Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure: 1.2a Expand the Raising Aspirations programme across the borough, to provide intensive support to get long-term unemployed and economically inactive residents into work 1.2b Develop an Integrated Employment Service to support higher volumes of local people into work, including graduates into higher skilled jobs</p>  <table border="1"> <caption>Job Starts for Tower Hamlets Residents</caption> <thead> <tr> <th>Period</th> <th>Actual</th> <th>Minimum</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>994</td> <td>-</td> <td>-</td> </tr> <tr> <td>2016/17</td> <td>1170</td> <td>-</td> <td>-</td> </tr> <tr> <td>Q1 2017/18</td> <td>199</td> <td>190</td> <td>275</td> </tr> </tbody> </table>	Period	Actual	Minimum	Target	2015/16	994	-	-	2016/17	1170	-	-	Q1 2017/18	199	190	275	1170	190	275	199	AMBER	↑
Period	Actual	Minimum	Target																				
2015/16	994	-	-																				
2016/17	1170	-	-																				
Q1 2017/18	199	190	275																				
<p>Commentary for June 2017: The WorkPath Partnership has reported 199 Job Outputs that satisfy the definition of this measure, 93 more than the same period last financial year, an increase of 87%. An additional 62 Job Starts were also recorded but have not satisfied the definition (16 hours a week) or achieved the 4 weeks sustained/evidenced at the time of reporting.</p> <p>Quarterly target split has been adjusted, to reflect historical trends and the anticipation of the expansion of the WorkPath partnership leading to higher outputs recorded in Q3 & Q4. As WorkPath partners' processes, definitions and methods of recording are aligned with the WorkPath delivery model.</p> <p>The WorkPath Service continues to work with Key Council services and external partners including the Supporting Stronger Families, Job Centre Plus, Poplar HARCA, Housing Options, the Careers Service, Drug and Alcohol Team, Integrated Offender Management project (Probation service) and Ideas Stores to identify those residents who would benefit most from support, maximising engagement of women, disabled and BAME residents.</p> <p>The WorkPath service remains focused on supporting economically inactive and long-term unemployed groups of residents (Residents furthest from the Labour Market, potentially with multiple barriers to employment), those that require extensive support over a longer period of time to get them job ready and into employment.</p> <p>The WorkPath service has seen 33 more jobs recorded in Q1 2017/18, 27 more reported Job Starts for BME residents, 15 more reported for female residents, 18 more for BME female and 9 more Lone Parents compared to the same period in 2016/17. 33 of the 125 (26.4%) jobs recorded by the WorkPath service that satisfied this measure's definition were 12 months + unemployed/economically inactive at the point of registering with the service compared to 10 out of 92 (10.9%) in Q1 2016/17. 16 reported Jobs (12%) were of residents who had been underemployed (working part-time i.e. less than 16 hours a week) at the point of registration and supported in gaining new or additional employment, 7 of the 16 had been working less than 8 hours a week are now averaging 32 hours per week. WorkPath has also seen an increase in recorded Jobs achieving a salary between £16,001 and £28,000 from 36 reported Q1 2016/7 to 52 this quarter.</p> <p>A Training Provider has been appointed to deliver construction training which is due to begin delivery in Q2 which will further equip TH residents in gaining employment in the industry. We are currently awaiting approval for Pre-employment training funding to continue previous sector specific and generic training i.e. Teaching Assistant, Mid Meal supervisor training, SIA (security industry) etc. Growth and Economic Development service have secured funding to increase the capacity of ESOL training delivered by the IDEA Stores and also tying in sector specific ESOL piloting a Construction specific ESOL programme in Q2 as well as conversational ESOL programmes.</p>																							


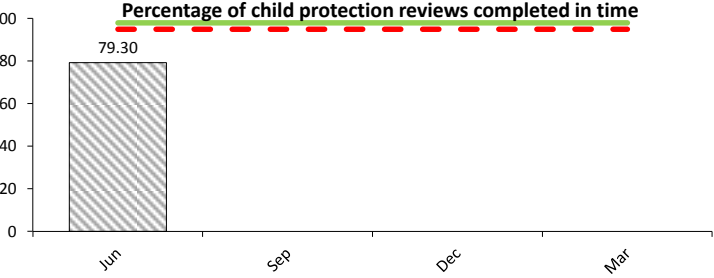
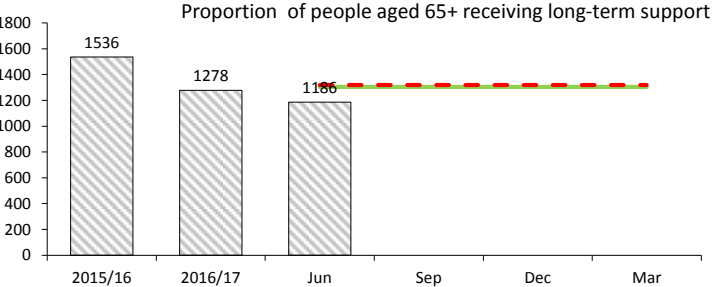
Description		Annual Actual (2016/17)	Q1 Minimum Expectation	Q1 Target	Q1 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)																				
<p>Overall employment rate - gap between the Borough and London average rate (working age) (ppts)</p> <p>Measured in: percentage points Good Performance: Gap - Lower</p>	<p>Strategic Plan activity to support this measure:</p> <p>2.1a Expand the Raising Aspirations programme across the borough, to provide intensive support to get long-term unemployed and economically inactive residents into work</p> <p>2.1b Develop an Integrated Employment Service to support higher volumes of local people into work, including graduates into higher skilled jobs</p> <div data-bbox="481 422 1153 837">  <table border="1"> <caption>Gap between the Borough and London average employment rate (working age)</caption> <thead> <tr> <th>Year/Quarter</th> <th>Gap (ppts)</th> </tr> </thead> <tbody> <tr> <td>2012/13</td> <td>7.3</td> </tr> <tr> <td>2013/14</td> <td>6.7</td> </tr> <tr> <td>2014/15</td> <td>2.5</td> </tr> <tr> <td>2015/16</td> <td>2.5</td> </tr> <tr> <td>2016/17</td> <td>4.4</td> </tr> <tr> <td>Jun</td> <td>8.5</td> </tr> <tr> <td>Sep</td> <td>-</td> </tr> <tr> <td>Dec</td> <td>-</td> </tr> <tr> <td>Mar</td> <td>-</td> </tr> </tbody> </table> </div>	Year/Quarter	Gap (ppts)	2012/13	7.3	2013/14	6.7	2014/15	2.5	2015/16	2.5	2016/17	4.4	Jun	8.5	Sep	-	Dec	-	Mar	-	4.40	2.40	2.00	8.50	RED	↓
Year/Quarter	Gap (ppts)																										
2012/13	7.3																										
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<p>According to the figures published by NOMIS the Tower Hamlets (TH) employment rate has decreased 4.1ppts since last quarter's reporting, whilst the London average has remained the same. The Gap between TH and London has widened by 6ppts to 8.5ppts compared to last quarter. The TH employment rate is 65.3% whilst the London average rate is 73.8%. The total numbers in employment for TH is 147,400, which is a net decrease of 7,100 since last quarters reporting. These results are survey based estimates with large confidence intervals, therefore also subject to significant variations in outturns from one reporting period to the next.</p> <p>The data for the employment rate is taken from the Annual Population Survey (APS). The APS is the largest regular household survey in the United Kingdom. It includes data from the Labour Force Survey (LFS), plus further sample boosts in England, Wales and Scotland. The survey includes data from a sample of around 256,000 people aged 16 and over.</p> <p>As APS estimates are based on samples, they are subject to sampling variability. This means that if another sample for the same period were drawn, a different estimate might be produced. In general, the larger the number of people in a sample, the smaller the variation between estimates. Estimates for smaller areas such as local authorities are therefore less reliable than those for larger areas such as regions.</p> <p>This provides survey based estimates, the methodology of which means that there may be significant variations in outturn from one quarter to the next. Furthermore, it is important to note that the confidence interval on the TH employment rate is 4.3% compared to 0.7% for London which means that the actual rate for TH could in fact be much higher.</p> <p>The WorkPath service and wider WorkPath partnership continue to support residents into employment and has seen an 87% increase 93 more jobs recorded compared to this time last year.</p>																											


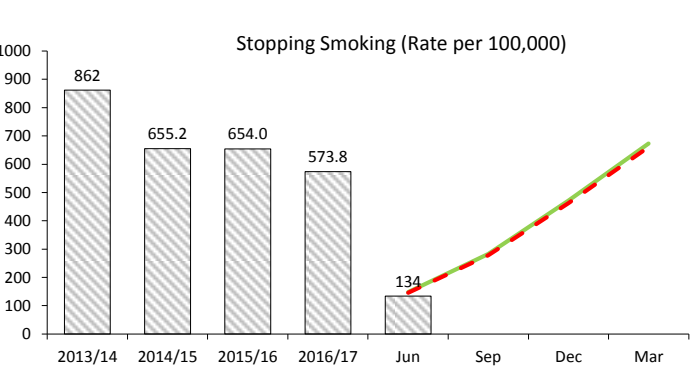
Description		Annual Actual (2016/17)	Q1 Minimum Expectation	Q1 Target	Q1 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
Young people realising their potential							
16 to 19 year olds who are not in education, employment or training (NEET) (%) Measured in: % Good Performance: Lower	Strategic Plan activity to support this measure: 1.3e Improve educational and vocational provision at post-16 	3.20	7.50	6.00	7.2	AMBER	↓
The definition of this measure has been changed nationally, and the numerator now includes any 16-19 year olds whose status is "unknown" therefore increasing the apparent percentage of NEETs. Our 2017/18 targets are based on recalculated 16/17 performance with this definition. In Q1, the percentage of 16-19 year olds who were NEET was 7.2%, slightly better than the minimum target of 7.5%							
Average time between a child entering care and moving in with adoptive family (Time to adoption) Measured in: Days Good Performance: Lower	Strategic Plan activity to support this measure: 1.3d Ensure better outcomes for looked after children and young people 	690.00	630.00	610.00	633	RED	↑
For the 2015-2018 three year period, so far 24 adoptions have been recorded, taking on average 633 days to complete. This figure is just short of the minimum target. None of these adoptions have been completed within the current financial year period. 15 adoptions are forecasted to be completed during this financial year. During 2016-17 10 adoptions were made, taking an average of 496 days, which was above target for that year.							


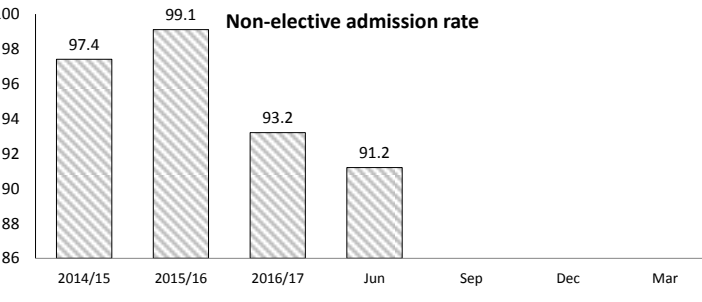
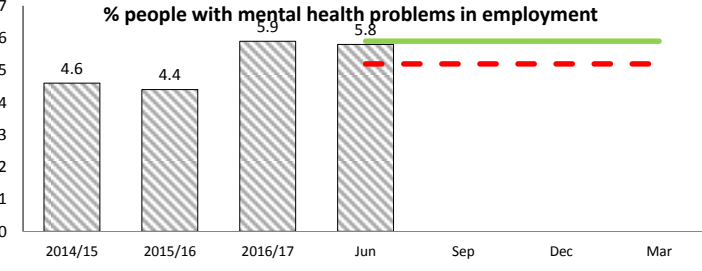
Description		Annual Actual (2016/17)	Q1 Minimum Expectation	Q1 Target	Q1 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)																												
<p>Number of adoptions and special guardianship orders granted for looked after children</p> <p>Measured in: Number Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure: 1.3d Ensure better outcomes for looked after children and young people</p>  <table border="1"> <caption>Number of adoptions and special guardianship orders for looked after children</caption> <thead> <tr> <th>Period</th> <th>Actual</th> <th>Target</th> <th>Minimum</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>20</td> <td>-</td> <td>-</td> </tr> <tr> <td>2016/17</td> <td>34</td> <td>-</td> <td>-</td> </tr> <tr> <td>Jun</td> <td>3</td> <td>~10</td> <td>~8</td> </tr> <tr> <td>Sep</td> <td>-</td> <td>~15</td> <td>~12</td> </tr> <tr> <td>Dec</td> <td>-</td> <td>~25</td> <td>~20</td> </tr> <tr> <td>Mar</td> <td>-</td> <td>~35</td> <td>~30</td> </tr> </tbody> </table>	Period	Actual	Target	Minimum	2015/16	20	-	-	2016/17	34	-	-	Jun	3	~10	~8	Sep	-	~15	~12	Dec	-	~25	~20	Mar	-	~35	~30	34	8.00	10.00	3.00	RED	↓
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<p>We are below the approximate quarterly target of 8 SGOs/adoptions per quarter needed to reach the minimum annual target. A number of cases are progressing through the court process currently and we anticipate c.15 adoptions to be completed this financial year. SGOs are harder to forecast as the system used to track these cases needs updating. There is a continuing focus on identifying appropriate permanency options for Looked After Children.</p>																																			


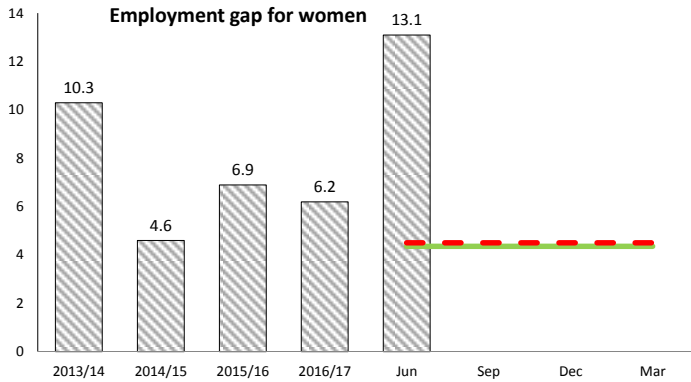
Description		Annual Actual (2016/17)	Q1 Minimum Expectation	Q1 Target	Q1 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p>Percentage of looked after children in the same placement for two years or more</p> <p>Measured in: Percentage Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure: 1.3d Ensure better outcomes for looked after children and young people</p> 	89.40	82.20	82.20	70.00	RED	↓
<p>Children's Social Care service are taking a number of steps to help support and improve placement stability:</p> <ol style="list-style-type: none"> 1. CISC Team consultation rota 9am -5pm. The Child & Adolescent Mental Health Service in Social Care (CISC) team are a co-located and integrated team providing direct work and consultation on LAC cases that need additional support. 2. A placement stability forum meets monthly to discuss cases where social workers, carer support workers and managers reflect on practice to ensure the carer is supported to meet the needs of the child. 3. The cohort of children looked after for two years or more is available to managers through child-level data reports and utilised to enable CSC to prioritise, prevent disruption and track practice, be it during staff supervision, disruption meeting process or reflective forums. 4. Independent Reviewing Officer alerts have undergone increased quality assurance so that the child's experience of care is brought to the attention of social workers and managers to address in a timely way. 							


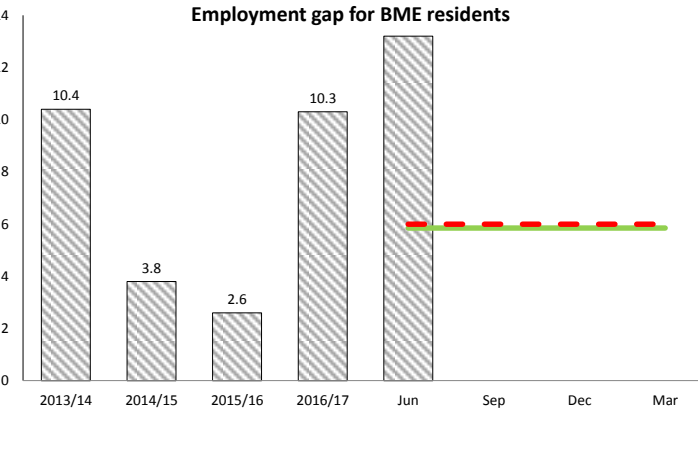
Description		Annual Actual (2016/17)	Q1 Minimum Expectation	Q1 Target	Q1 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p>Percentage of childrens social care contacts completed within 24 hours</p> <p>Measured in: Percentage Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure:</p> 	N/A	90.00	95.00	42.50	RED	N/A
<p>The % contacts completed within 24 hours is currently 46.6%. A review of processes in the MASH (Multi-Agency Safeguarding Team) post-Ofsted inspection identified that the way contacts were being processed and recorded had led to unreliable data. There has been a significant data cleansing exercise in April combined with changes in the way that contacts are processed and this resulted in a backlog of work being pushed through the system. In June the team experienced staffing issues, and this combined with periodic IT problems, has proved problematic. There is an increased focus by the 2 MASH managers to complete contact decisions within 24 hours and we will start to evidence a % increase as we go forward this year.</p>							
<p>Percentage of childrens social care assessments completed within 45 days</p> <p>Measured in: Percentage Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure:</p> 	N/A	90	95	68.70	RED	N/A
<p>Assessments completed within 45 working days is currently 68.6%. There has been a pressure with the backlog of assessments being pushed through the system as a result of the data cleansing exercise. At the same time the workforce within MASH and A&I (Assessments and Intervention Team) are 80% agency social workers. There continues to be a turnover of social workers within A&I some of which have been asked to leave due to poor performance and throughput of assessments. New team managers are now in post who will be monitoring assessment timescales to improve performance. In turn, the ongoing recruitment drive should result in a steady increase of permanent staff which will bring some stability to the workforce.</p>							
<p>Percentage of children on a child protection order visited within the last 4 weeks</p> <p>Measured in: Percentage Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure:</p> 	N/A	90	95	85.00	RED	N/A
<p>Timely recording of visits is continuing to impact on apparent performance i.e. visits have happened but have not been recorded quickly enough. Additionally, some decisions to step down from CP to CIN are not recorded on the system quickly enough, therefore cases appear to require visits that they do not in fact need. These recording delays are in part linked to increasing complex cases loads and high staff turnover impacting on performance – issues around pay, recruitment and retention. Currently Family Support & Protection teams range between 20 - 90% agency staff, with four of the five being at 50% or above.</p> <p>Action is being taken to improve: All managers using available child-level reports and performance meetings to understand child level data and highlight specific issues e.g. performance of particular social workers; FSP Service Manager is having one-to-ones with managers to look at the data; Service Manager addressing in supervision and asking Team Managers to set out planned admin time for social workers; using one Team Manager to lead on recruiting agency SWs to reduce duplication; setting individual deadlines for SWs; Service Manager having weekly meetings with TMs group to address performance.</p>							


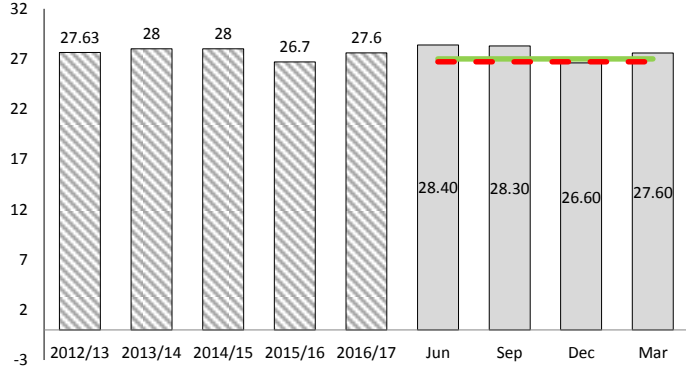
Description		Annual Actual (2016/17)	Q1 Minimum Expectation	Q1 Target	Q1 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p>Percentage of child protection reviews completed in time</p> <p>Measured in: Percentage Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure:</p> 	N/A	95	98	79.3	RED	N/A
<p>The Child Protection and Reviewing Service have been down by one CIN Independent Reviewing Officer, for the past 6 weeks due to staff member taking over another role at short notice. There have been delays in recruiting temporary replacement.</p> <p>CPRS expect that once fully staffed performance against this measure will increase. Also, changes to the recording process in FWi are being made which should support timely recording.</p>							
<p>Proportion of people over 65 receiving long term support, per 10,000 population</p> <p>Measured in: Percentage Good Performance: Lower</p>	<p>Strategic Plan activity to support this measure:</p> <p>1.4b Improve care and support for vulnerable adults and their carers, integrating with health and promoting independence and keeping people safe from all forms of abuse</p> 	1278	1318	1305	1186	GREEN	↑
<p>Performance continues to be on target. It is likely that performance will deteriorate against this measure over the coming year as clients receiving short-term services are assessed/reviewed and potentially moved to long-term services.</p>							


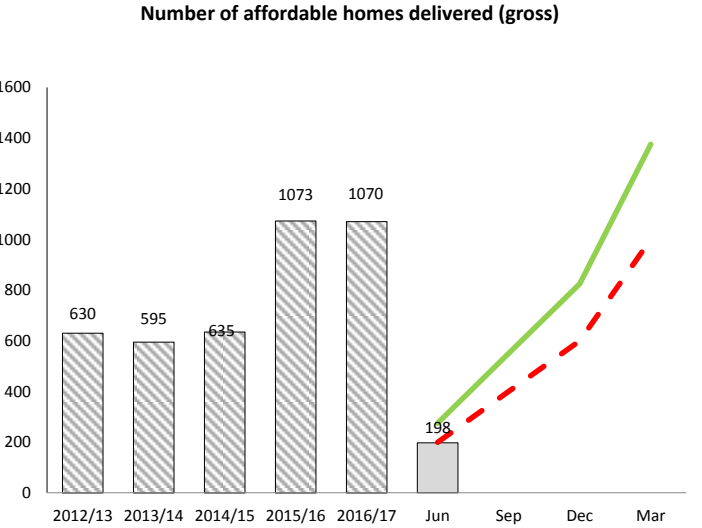
Description		Annual Actual (2016/17)	Q1 Minimum Expectation	Q1 Target	Q1 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p>Smoking Quitters</p> <p>Measured in: rate per 100,000 of population (aged 16+) of four-week smoking quitters who have attended NHS Stop Smoking Services . Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure: 1.4a Promote healthy lifestyles and address the wider causes of ill health, through a refreshed Health and Wellbeing Strategy, which commits all sections of the council to actively promote the health and wellbeing of all our communities</p> 	573.8 per 100,000	135.5per 100,000 / 330 (actual)	138 per 100,000 / 336 (actual)	134 per 100,000 / 327 (actual)	RED	↑
<p>The Q1 minimum target was 330 actual quits and upper target 336 actual quits. Compared to Q1 16/17 there has been an additional 103 quits in Q1 17/18. The improvements we have made to the smoking cessation system are starting to take effect and the small increase in the successful quit rate is a good indicator of success. The newly commissioned and refocused cessation service is now only just starting to come on stream and this along with the continued investment into stop smoking in pregnancy services should give us confidence that next quarter we will recover the 3-9 quits and be on track for the year.</p>							
<p>Dates for 2017/18 data releases: Q2 - 24th Nov, Q3- 26th Feb, Q4 - 25th May</p>							


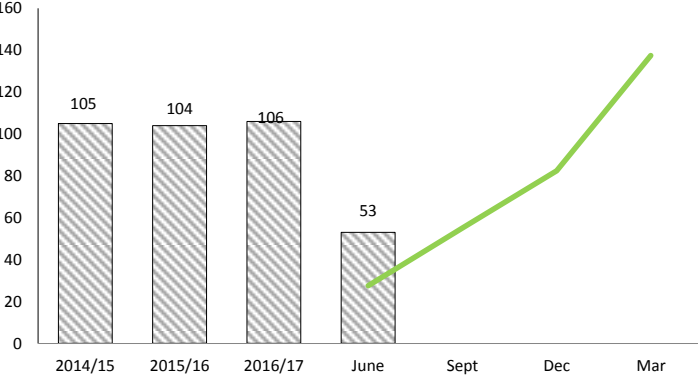
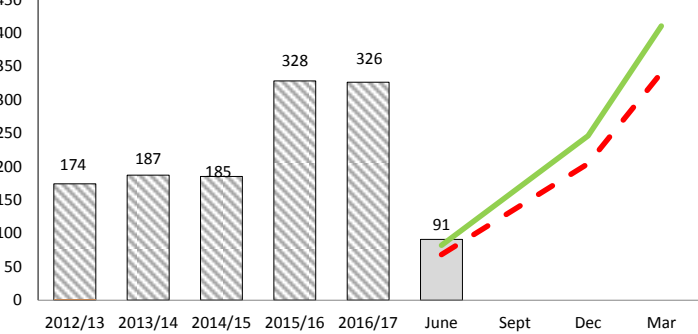
Description		Annual Actual (2016/17)	Q1 Minimum Expectation	Q1 Target	Q1 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p>Non-Elective Admissions (Better Care Fund)</p> <p>Measured in: Percentage Good Performance: Lower</p>	<p>Strategic Plan activity to support this measure: 1.4b Improve care and support for vulnerable adults and their carers, integrating with health and promoting independence and keeping people safe from all forms of abuse</p> 	93.20	tbc	tbc	91.2	N/A	N/A
<p>Performance has improved since year end 2016/17(93.2), and also compared to the same time last year (92.8). This measure is linked to the Better Care Fund and final targets for 2017/18 will be included in the Q2 reporting cycle</p>							
<p>Reducing inequality and embracing diversity</p>							
<p>Proportion of people with mental health problems in employment</p> <p>Measured in: Percentage Good Performance: Higher</p>	<p>Strategic Plan activity to support milestone: 1.4d Deliver the council commitment to the Mental Health Challenge and work with local employers to tackle mental health stigma</p> 	5.9	5.2	5.9	5.8	AMBER	↑
<p>Figure represents 50 out of 858 adults (18-69 years old) with an open CPA (care pathway approach) between April 2017-June 2017.</p>							


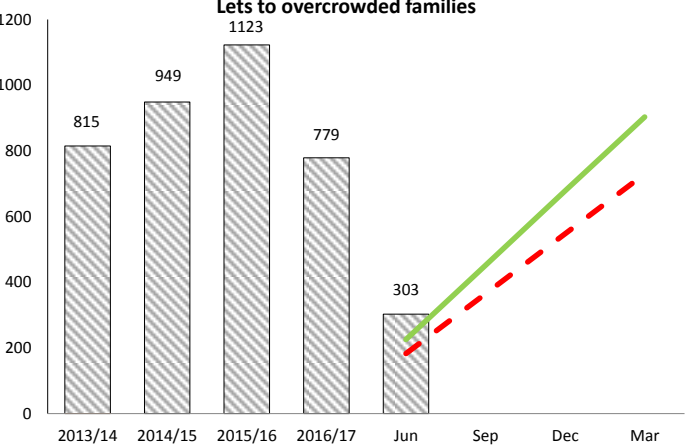
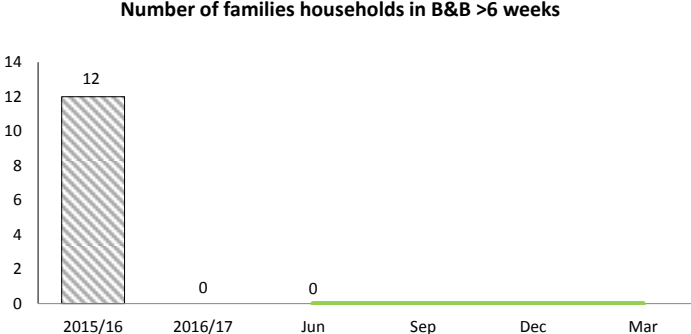
Description		Annual Actual (2016/17)	Q1 Minimum Expectation	Q1 Target	Q1 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p>Employment gap for women: reducing the gap between the Borough employment rate and employment rate for women</p> <p>Measured in: percentage points Good Performance: Gap - Lower</p>	<p>Strategic Plan activity to support these employment gap measures: 1.5b Support more women and black and minority ethnic and disabled residents into employment</p> 	6.2	4.5	4.35	13.1	RED	↓
<p>According to the figures published by NOMIS the Tower Hamlets employment rate has decreased 6.9ppts since last quarter's reporting, whilst the London average has increased by 0.4ppts. The Gap between TH and London has widened by 6.9ppts to 13.1ppts compared to last quarter. The TH employment rate female is 54.3% whilst the London average rate is 67.4%. The total numbers of female residents in employment for TH is 58,200, which is a net decrease of 5,200 since last quarters reporting. These results are survey based estimates with large confidence intervals, therefore also subject to significant variations in outturns from one reporting period to the next. The data for the employment rate is taken from the Annual Population Survey (APS). The APS is the largest regular household survey in the United Kingdom. It includes data from the Labour Force Survey (LFS), plus further sample boosts in England, Wales and Scotland. The survey includes data from a sample of around 256,000 people aged 16 and over.</p> <p>As APS estimates are based on samples, they are subject to sampling variability. This means that if another sample for the same period were drawn, a different estimate might be produced. In general, the larger the number of people in a sample, the smaller the variation between estimates. Estimates for smaller areas such as local authorities are therefore less reliable than those for larger areas such as regions.</p> <p>This provides survey based estimates, the methodology of which means that there may be significant variations in outturn from one quarter to the next. Furthermore, it is important to note that the confidence interval on the TH employment rate is 6.4% compared to 1.0% for London which means that the actual rate for TH could in fact be much higher.</p> <p>The WorkPath service and wider WorkPath partnership continue to support residents into employment and has seen an 87% increase 93 more jobs recorded compared to this time last year. 67 out of the 156 (42.9%) Job Starts recorded by the WorkPath service were for female residents, 50 of which satisfied the Strategic Performance measure Strategic7017 definition. 60 of the 67 (91%) job starts were for BME females which is 39% of the overall job starts (156) recorded by the WorkPath service. 203 of the 420 (48.3%) residents engaging with the WorkPath service in Q1 were female, 178 of the 203 were BME female.</p> <p>Funding has been secured to extend the Women in Health programme, next steps we are currently awaiting to finalise staff resources, training packages are being developed and placement opportunities secured. Awaiting on approval for additional funding to continue pre-employment function within the WorkPath service specifically Teaching Assistant and Mid Meal Training which have historically gained majority interest from female resident especially mother looking to return/re-enter employment.</p>							

Description		Annual Actual (2016/17)	Q1 Minimum Expectation	Q1 Target	Q1 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)																		
<p>Employment gap for BME residents reducing the gap between the Borough employment rate and employment rate for BME residents</p> <p>Measured in: percentage points Good Performance: Gap - Lower</p>	 <table border="1"> <caption>Employment gap for BME residents</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>10.4</td> </tr> <tr> <td>2014/15</td> <td>3.8</td> </tr> <tr> <td>2015/16</td> <td>2.6</td> </tr> <tr> <td>2016/17</td> <td>10.3</td> </tr> <tr> <td>Jun</td> <td>13.2</td> </tr> <tr> <td>Sep</td> <td>6.0</td> </tr> <tr> <td>Dec</td> <td>6.0</td> </tr> <tr> <td>Mar</td> <td>6.0</td> </tr> </tbody> </table>	Year	Value	2013/14	10.4	2014/15	3.8	2015/16	2.6	2016/17	10.3	Jun	13.2	Sep	6.0	Dec	6.0	Mar	6.0	10.30	6.00	5.85	13.20	RED	↓
Year	Value																								
2013/14	10.4																								
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Jun	13.2																								
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		<p>Commentary for June 2017: According to the figures published by NOMIS the Tower Hamlets employment rate has decreased 3.4ppts since last quarter's reporting, whilst the London average has also decreased but only by 0.5ppts. The Gap between TH and London has widened by 2.9ppts to 13.2ppts compared to last quarter. The TH employment rate BME is 52.7% whilst the London average rate is 65.9%. The total number of BME people in employment for TH is 63,800, which is a net decrease of 2,300 since last quarters reporting. These results are survey based estimates with large confidence intervals, therefore also subject to significant variations in outturns from one reporting period to the next.</p> <p>The data for the employment rate is taken from the Annual Population Survey (APS). The APS is the largest regular household survey in the United Kingdom. It includes data from the Labour Force Survey (LFS), plus further sample boosts in England, Wales and Scotland. The survey includes data from a sample of around 256,000 people aged 16 and over.</p> <p>As APS estimates are based on samples, they are subject to sampling variability. This means that if another sample for the same period were drawn, a different estimate might be produced. In general, the larger the number of people in a sample, the smaller the variation between estimates. Estimates for smaller areas such as local authorities are therefore less reliable than those for larger areas such as regions.</p> <p>This provides survey based estimates, the methodology of which means that there may be significant variations in outturn from one quarter to the next. Furthermore, it is important to note that the confidence interval on the TH employment rate is 9.7% compared to 1.9% for London which means that the actual rate for TH could in fact be much higher.</p> <p>The WorkPath service and wider WorkPath partnership continue to support residents into employment and has seen an 87% increase 93 more jobs recorded compared to this time last year. 133 of the 156 (85.3%) Job Starts recorded by the WorkPath service were for BME residents. 150 of which satisfied the Strategic Performance measure Strategic7017 definition. 361 of the 420 (86%) residents engaging with WorkPath were from the BME community. We are currently in the process of procuring a provider to specifically target Somali Graduates and support them in finding and securing graduate opportunities.</p>																							

Description			Annual Actual (2016/17)	Q1 Minimum Expectation	Q1 Target	Q1 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
	Creating and maintaining a vibrant successful place							
An improved local environment								
Percentage of household waste sent for reuse, recycling and composting	Strategic Plan activity to support measure: 2.1b Improve waste management and recycling performance							
Measured in % Good performance: Higher	Note - This Measure is reported three months in arrears - this graph and associated comments relate to April 2016 to March 2017 Performance		Annual Actual (2015/16)	2016/17 Minimum Expectation	2016/17 Target	2016/17 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
	Percentage of household waste sent for reuse, recycling & composting		26.70	26.70	27.00	27.60	GREEN	↑
			<p>REPORTED 3 MONTHS IN ARREARS - THE ABOVE FIGURES REFLECT THE END OF YEAR 2016/17 POSITION</p> <p>The overall recycling rate in 2016/17 was 27.6% which is one point increase from previous year's figure. The waste services a/e currently working together with the corporate communications team on a borough-wide waste minimization campaign. The main purpose of this campaign is to reduce waste generated in households by encouraging residents to reuse their items and making compost schemes more accessible to them among other activities. This will also have a further effect on our recycling rates and more waste will be diverted from landfill.</p> <p>There has been investment in the public recycling sites across the borough. This has made the sites look tidier and there is improved information at each site regarding what items to recycle, making this clearer for residents. The council is also introducing centralised recycling sites on estates in collaboration with Registered Providers. The expectation is that these measures together will help to increase the total amount of recycling collected as well as reducing contamination levels.</p> <p>The council has also signed up to a three year London-wide project to improve communications related to food waste recycling.</p>					

Description		Annual Actual (2016/17)	Q1 Minimum Expectation	Q1 Target	Q1 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)														
Better quality homes for all																					
Number of affordable homes delivered (gross)	Strategic Plan activity to support these housing delivery measures: 2.2a Increase the availability of good quality housing, including family sized across all tenures																				
Measured in: Number (the sum of social rent housing and intermediate housing - low cost home ownership and intermediate rent) Good Performance: Higher	 <p style="text-align: center;">Number of affordable homes delivered (gross)</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Number of affordable homes delivered (gross)</th> </tr> </thead> <tbody> <tr> <td>2012/13</td> <td>630</td> </tr> <tr> <td>2013/14</td> <td>595</td> </tr> <tr> <td>2014/15</td> <td>635</td> </tr> <tr> <td>2015/16</td> <td>1073</td> </tr> <tr> <td>2016/17</td> <td>1070</td> </tr> <tr> <td>Jun</td> <td>198</td> </tr> </tbody> </table>	Year	Number of affordable homes delivered (gross)	2012/13	630	2013/14	595	2014/15	635	2015/16	1073	2016/17	1070	Jun	198	1070	200	275	198	RED	↑
Year	Number of affordable homes delivered (gross)																				
2012/13	630																				
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2015/16	1073																				
2016/17	1070																				
Jun	198																				
Commentary for Jun 2017: 198 affordable units have been delivered at the end of Q1 against a quarterly target of between 200 – 275 units. Whilst below target for the quarter, delivery is 39.4% above this time last year (142). The predicted annual figure is within our target range, currently standing at 1033 units against a target of between 1000 – 1375 units delivered, so the measure is expected to be back on track by the end of the quarter 4. The failure of the quarterly target is due to the unequal distribution of completions, with many schemes (27 on site this year) of different sizes, with several multi-phase developments completing in different months, as dictated by the practicalities of construction programmes. There are no actions that the council team can take to influence these construction programme issues or to influence the actual date of handovers, which rely on the progress of final building works and often on unpredictable timing of connections to utilities. Delivery of completed units also depends on action taken several years earlier, and the council is not able to influence the number of developments that either submit satisfactory planning permissions, or then start on site.																					
Tower Hamlets does however have a strong track record of housing delivery and continues to provide among the highest numbers of affordable homes in the country. The Council is also on track to meet the Mayor's target of 1,000 new Council Homes by 2018 all of which will be at social / affordable rent. In addition, Cabinet has also agreed alternative housing delivery vehicles to maximise the numbers of affordable homes delivered. In 2016 the Council also assessed funding applications from Registered Providers (RPs) to the council's own resources, known as the Right To Buy (RTB) Receipts Programme. This process determined the best schemes to enable additional new build affordable housing to be built within the available timetable for expenditure of this funding. Two RPs have signed their grant agreements and spend will be achieved in 2017/18. The Council has re-launched the scheme and is encouraging RPs to apply for grants under Continuous Market Engagement. Delivery of housing and in particular affordable homes, will be progressed through a number of regeneration programmes which includes the Poplar Riverside Housing Zone																					
Of the 198 units delivered, 167 were rented units which have all been let to people on the common housing register. This has made a major positive impact on the lives of those families; especially on families with children who are likely to have previously been housed in over-crowded or unsuitable accommodation.																					

Description		Annual Actual (2016/17)	Q1 Minimum Expectation	Q1 Target	Q1 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p>Number of affordable units provided as wheelchair accessible or adaptable (10% of affordable homes delivered)</p> <p>Measured in: Number Good Performance: Higher</p>	<p>Number of affordable homes provided as wheelchair accessible / adaptable</p> 	106	N/A	28	53	GREEN	↑
<p>Number of affordable social rented housing completions for family housing (gross)</p> <p>Measured in: Number (a count of the number of affordable housing - local authority, housing associations, and co-operative tenants. Family housing is 3 bedrooms or more) Good Performance: Higher</p>	<p>Social rented housing completions for family housing (gross figures only)</p> 	326	68	82	91	GREEN	↑
<p>Commentary for Jun 2017: 53 wheelchair adaptable homes were delivered (27% against a target of 10%). The outturn of 53 units is 279% greater than this time last year (14 units). Of the 53 units delivered, only 12 were fully adapted to meet the needs of those on the project 120 list. The majority of units produced this quarter are future-adaptable units constructed under the old wheelchair standard, and therefore not likely to feature in the performance Indicator on the number of units let to people on the common housing register requiring Category A or B accommodation. This is because one scheme (Baltimore Wharf) which was granted planning permission almost ten years ago, only required wheelchair units to be easily adaptable rather than wheelchair accessible, so the units produced were unsuitable for the needs of many families currently on the project 120 list. The properties offered were at high floor levels, with irregular room shapes (circular tower) and no available parking and there is a reluctance amongst families with wheelchair users to bid for properties above the 5th floor in car free developments. Project 120 was initiated to tackle problems in the development of suitable wheelchair properties and the Council and its RP partners are actively working with developers to ensure that future wheelchair units are more suitable to meet the needs of those on the project 120 list. Officers are also trying to address this situation by exploring the possibility of taking 'commuted sums' from developers on sites which are demonstrably unable to deliver suitable wheelchair units. This is to be addressed as a new policy in the Local Plan which will be considered by Cabinet in September 2017 (Reg 19 version) and then subject to independent examination under the authority of the Secretary of State.</p>		<p>The first scheme to come forward on these new rents will however be the Council's own Watts Grove development delivering 148 affordable units, 67 of which will be family sized. 7 units will be 'top sliced' for the Pan London Housing Moves Scheme due to it being grant funded by the GLA. The 142 remaining units will be let to families on the Council's Common Housing Register in Q2, thereby rehousing families often living in overcrowded unsuitable homes, into more suitable accommodation.</p>					

Description		Annual Actual (2016/17)	Q1 Minimum Expectation	Q1 Target	Q1 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p>The number of overcrowded families rehoused, lets to overcrowded households</p> <p>Measured in: Number (count of lets to overcrowded housing applicants and tenants of CHR partner landlords lacking one or more bedrooms) Good Performance: Higher</p>	<p>Strategic Plan activity to support these housing delivery measures: 2.2a Increase the availability of good quality housing, including family sized across all tenures</p> 	779	183	226	303	GREEN	↑
<p>Number of homeless families in B&B >6 weeks</p> <p>Measured in: Number Good Performance: Lower</p>		0	N/A	0	0.00	GREEN	↑


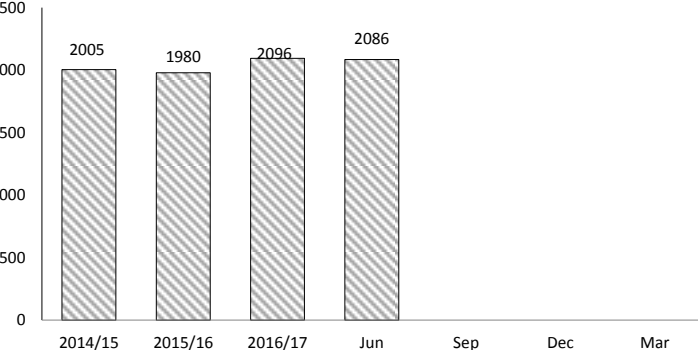
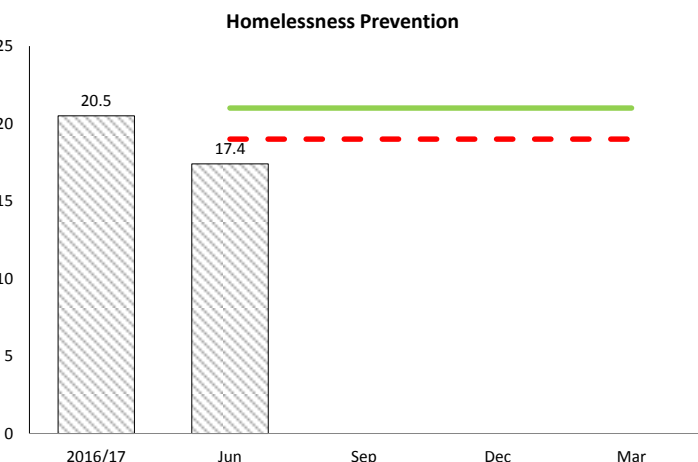
Commentary for Jun 2017: The number of overcrowded families rehoused to larger and more suitable accommodation at the end of Q1 is 303. This represents 59% as a percentage of total lets for the quarter (515), exceeding the target of 50%. The numbers of overcrowded families rehoused is also 75% more than this time last year (173). Analysis also shows that the number of overcrowded applicants on the housing list has reduced by 10% from 1 April 2014 to 1 April 2016 but the April 2017 figured showed a slight increase of 1.34% in the number of cases registered as being overcrowded. Nevertheless, an overall reduction of 8.66 % is still a significant achievement.


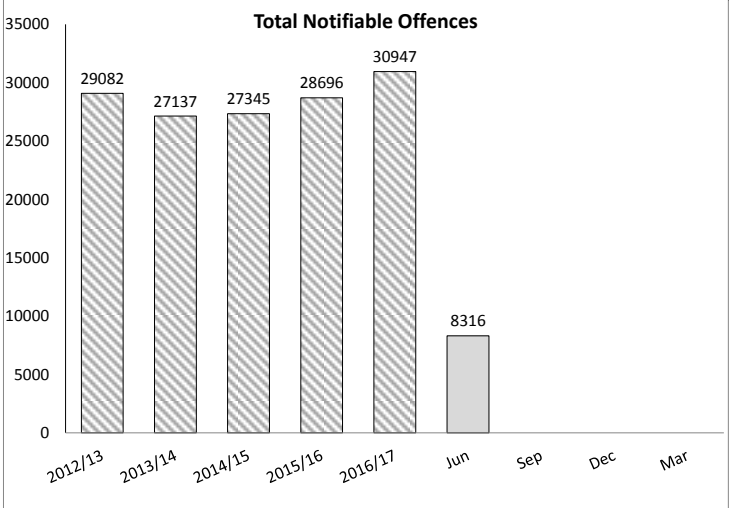
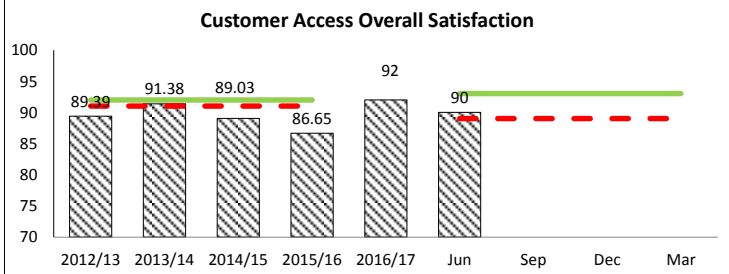
Whilst the target for Q1 has been exceeded, it is however worth noting that the Council has little influence over applicants' bidding strategy because of choice based lettings – which allows applicants to choose what they consider suitable for them. The Common housing Register partners facilitates Open Day event for residents, and officers continue to encourage applicants to exercise different housing options and be more flexible in their bidding.

In addition to the health and educational benefits of reducing overcrowding in homes, the high number of lets to overcrowded applicants also has a positive impact on preventing homelessness because many applicants that do approach the council as homeless are often from accommodation that are overcrowded.


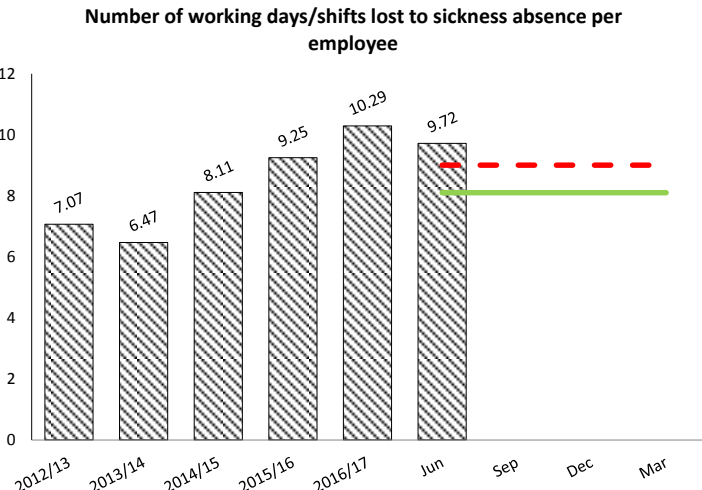
Commentary for Jun 2017: The Council has done extremely well in achieving and sustaining legal compliance in the use of B&B accommodation to house homeless families, with none being placed in B&B accommodation for longer than six weeks since September 2016. The Council has held its position of being the most improved borough in London on the use of B&B, such that it has been highlighted in a LGA report for good practice.


We have very few families with dependent children being placed into B&B and where this is unavoidable the families are moved to self-contained accommodation very quickly. Unfortunately this success has only been possible by obtaining properties over a wider geographical area, but the Council is actively working to increase its stock of temporary accommodation within the borough. Overall, the number of households in temporary accommodation is increasing more slowly than most other areas of London and the number of homeless applications has reduced over the last two years. Sustaining legal compliance in the use of B&B accommodation means that children in homeless families are better off because they moving much more quickly into self-contained accommodation, spending less time in bed & breakfast hotels.

Description		Annual Actual (2016/17)	Q1 Minimum Expectation	Q1 Target	Q1 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
<p>Number of households living in temporary accommodation</p> <p>Measured in: Number owed a statutory duty Good Performance: Lower</p>	<p>Households in temporary accommodation</p> 	2096	N/A	N/A	2086	N/A	↔
<p>The proportion of households who considered themselves as homeless, who approached the local authority's housing advice service(s), and for whom housing advice casework intervention resolved their situation.</p> <p>Measured in: The percentage of cases assisted through successful casework intervention as a proportion of all those who approached the local authority Good Performance: Higher</p>	<p>Strategic Plan activity to support this measure: 2.2e Tackle homelessness, including through improved prevention and a reduction in families in temporary accommodation</p> <p>Homelessness Prevention</p> 	20.50	19.00	21.00	17.40	RED	N/A
<p>Commentary for Jun 2017: Homelessness was prevented in 17.4% of new approaches to the Service of households homeless or threatened with homelessness, which is not within the minimum range. One of the reasons for this is that there has been a decrease in the number of households approaching the families' team for assistance; a contributing factor could be the prospect of being placed in temporary accommodation outside of Tower Hamlets. The number of approaches to the Housing Advice team has remained steady and the actual number of preventions has increased 6% on Q4 of 2016/17. Homelessness was prevented in a total of 125 cases, 67 of those provided discretionary supported hostel accommodation for single homeless people.</p> <p>The number of negotiations or legal advocacy to remain in the private rented sector increased on last quarter (+25%). This is despite evidence that private landlords are increasingly reluctant to let to benefit-dependent tenants and those on low to medium incomes because:</p> <ul style="list-style-type: none"> • Market rents are far above the LHA in Tower Hamlets, which has been frozen for the last four years. • The reduction in the benefit cap to £23,000 in London from November 2016 • Research by Sheffield Hallam University found that only 20% of landlords indicated a willingness to let to HB claimants due to concerns about the gap between LHA rates and market level rents, uncertainty around the roll out and implications of universal credit and the payment of HB 6 weeks in arrears under UC <p>Despite this, the Options Service and Housing Strategy are nurturing good landlords and developing good working relations.</p> <p>In addition, the commissioned supported hostel provision has reduced leaving fewer options available for prevention. For example, the revised hostel commissioning plan will result in fewer places and there is an increase in the use of beds for emergencies and assessments prior to move, neither of which can be counted as preventions.</p>		<p>Commentary for Jun 2017: The number of households owed a statutory duty and living in temporary accommodation has decreased, from 2096 in March 2017 to 2086 in June 2017. However, the numbers owed a duty has increased 4% since this time last year, with 2086 households housed in TA compared to 2009 in June 2016. Total numbers accommodated is 2196, which includes those housed under the Council's discretionary powers, a small reduction from 2210 in March 2017. Total numbers accommodated on a discretionary basis has reduced by 10%, 110 (June 2017) compared to 121 in Jun 2016. Steps have been taken to increase the rate of permanent offers to homeless households so as to reduce the total number in temporary accommodation.</p> <p>In Jun 2017, 46% of those living in temporary accommodation were housed in Tower Hamlets, and 29% in other east London boroughs. In order to meet demands, deliver statutory duties and achieve legal compliance in the use of B&B accommodation, the Council has had to obtain properties over a wider geographical area to house homeless families. This is against a backdrop of an increasingly short supply of affordable properties available locally, for use as Temporary Accommodation. The Council however is actively working to increase its stock of temporary accommodation within the borough. Overall, the number of households in temporary accommodation and the number of homeless applications is increasing more slowly than most other areas of inner and east London.</p>					

Description		Annual Actual (2016/17)	Q1 Minimum Expectation	Q1 Target	Q1 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)
Less crime and ASB							
Total Notifiable Offences (number) Measured in: Number Good Performance: Lower	Strategic Plan activity to support this measure: 2.3a Work with our partners to target resources to reduce crime 	30,947	Not Set	Not Set	8,316	N/A	N/A
<p>Total Notifiable Offences: are all offences under United Kingdom law where the police must inform the Home Office by completing a crime report form for statistical purposes. There are strict rules regarding the recording of crime which is outlined in the Home office counting rules for recorded crime.</p> <p>TNO is used as a general marker for total crime in the borough, although the Metropolitan Police prefer to measure key/priority crime types related to the MOPAC Police and Crime Plan 2017-20 rather than TNO.</p> <p>Whilst the responsibility to tackle and reduce crime lies with the Metropolitan Police Service, the Council has for a considerable amount of time been supplementing the local Police in the borough, by funding an additional number of Police officers to address key crime and disorder priorities (Drugs, ASB and Prostitution) for the Council and in turn residents.</p> <p>When comparing with neighbouring boroughs and the Met Police Total, in this quarter there has been a general increase in crime and Tower Hamlets is no exception. 4 out of 6 of neighbouring boroughs have experienced an increase [Greenwich, Hackney, Newham and Tower hamlets].</p> <p>The Council continues to fund a team of 5 PC's and 1 Police Sergeant, known as the Partnership Task Force, to tackle key crime and ASB hotspots within the borough. These officers are tasked via the Partnership ASB Operations Group, along with other partnership resources to address the current and emerging community safety issues in the borough. This team also contributes to the wider activity of borough policing and aims to reduce the fear of crime and increase public confidence in both the Police and partner agencies including the Council.</p>							
Working smarter together as one team with our partners and community							
Customer Access Overall Satisfaction (telephone contact) Measured in: % Good Performance: Higher	Strategic Plan activity to support these customer access measures: EOC Deliver an organisational transformation programme to ensure effective responsive front line services and efficient cost-effective support services, enabled by ICT and including a new Civic Centre 	92.00	89.00	93.00	90.00	AMBER	↑
<p>The proposed centralisation/rationalisation of contact centres planned for 2017/18 as part of the Smarter Customer Services programme will bring new services into the contact centre which represents a risk to performance in terms of (a) maintaining call queue/wait times while new staff and services are integrated into the contact centre working environment and (b) evaluating the impact of those services in terms of their existing use satisfaction. Satisfaction has dipped slightly in Q1 along with call queue times in response to further redistribution of staff resources to other services to alleviate budget pressures following termination of the THH SLA for repairs calls.</p>							

Description		Annual Actual (2016/17)	Q1 Minimum Expectation	Q1 Target	Q1 Actual	Variance (performance against target)	Direction of Travel (comparing current outturn with this time last year)												
<p>Percentage of contact transactions dealt with online (channel shift)</p> <p>Measured in: Percentage Good Performance: Higher</p>	<p>Percentage of contract transactions dealt with online (channel shift)</p>  <table border="1"> <caption>Percentage of contract transactions dealt with online (channel shift)</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2015/16</td> <td>78</td> </tr> <tr> <td>2016/17</td> <td>81.6</td> </tr> <tr> <td>Jun</td> <td>82.43</td> </tr> </tbody> </table>	Year	Percentage	2015/16	78	2016/17	81.6	Jun	82.43	81.60	83.00	85.00	82.43	RED	↑				
Year	Percentage																		
2015/16	78																		
2016/17	81.6																		
Jun	82.43																		
<p>Although slightly below the minimum expectation of 83%, the Quarter 1 performance of 82.43% shows an improvement of 4.31 percentage points over performance during Quarter 1 last year, and 0.83 percentage points over the previous quarter.</p>																			
<p>Percentage of Council Tax Collected (budgeted)</p> <p>Measured in: % Good Performance: Higher</p>	<p>Strategic Plan activity to support these financial measures: EOc Deliver an organisational transformation programme to ensure effective responsive front line services and efficient cost-effective support services, enabled by ICT and including a new Civic Centre</p> <p>Percentage of council tax collected (budgeted)</p>  <table border="1"> <caption>Percentage of council tax collected (budgeted)</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>95.4</td> </tr> <tr> <td>2014/15</td> <td>96.67</td> </tr> <tr> <td>2015/16</td> <td>100</td> </tr> <tr> <td>2016/17</td> <td>101.46</td> </tr> <tr> <td>Jun</td> <td>26.42</td> </tr> </tbody> </table>	Year	Percentage	2013/14	95.4	2014/15	96.67	2015/16	100	2016/17	101.46	Jun	26.42	101.46	25.00	25.25	26.42	GREEN	↑
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<p>Number of working days/shifts lost to sickness absence per employee</p> <p>Measured in: Number (the aggregate of working days lost due to sickness absence divided by the average number of FTE staff) Good Performance: Lower</p>	<p>Strategic Plan activity to support this measure: EOe Develop an effective workforce strategy, with appropriate skills and representative of the community</p>  <table border="1"> <caption>Number of working days/shifts lost to sickness absence per employee</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2012/13</td> <td>7.07</td> </tr> <tr> <td>2013/14</td> <td>6.47</td> </tr> <tr> <td>2014/15</td> <td>8.11</td> </tr> <tr> <td>2015/16</td> <td>9.25</td> </tr> <tr> <td>2016/17</td> <td>10.29</td> </tr> <tr> <td>Jun 17/18</td> <td>9.72</td> </tr> <tr> <td>Target</td> <td>9.00</td> </tr> <tr> <td>Minimum</td> <td>8.10</td> </tr> </tbody> </table>	Year	Value	2012/13	7.07	2013/14	6.47	2014/15	8.11	2015/16	9.25	2016/17	10.29	Jun 17/18	9.72	Target	9.00	Minimum	8.10	10.29	9.00	8.10	9.72	RED	↓
Year	Value																								
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<p>Sickness performance at the end of the first quarter 17/18 is 9.72 days. This represents a reduction of 0.57 days against the 10.29 days reported at the end of Q4 of 16/17. This figure is 0.72 days above the higher 9 day target set earlier this year and 1.62 days above the 8.1 day target, which had been based on the 2nd Quartile performance figure across all London Boroughs.</p> <p>HR Business Partners continue to support managers in terms of managing sickness cases and attend SMT and DMT's on a regular basis to update on sickness performance generally and discuss strategies for reducing absence. Additionally sickness performance is regularly reported to the Corporate Director for Resources. Performance Improvement Board (PIB) have held two meetings with Divisional Directors in Place and Adults Social Care. PIB will be inviting other Divisional Directors on a rota basis, to discuss underlying reasons for sickness in their areas and to explore whether any additional measures can be considered which would impact to reduce sickness absence, and agree realistic target reductions in their absence levels.</p> <p>There is a recognition that the measures in place currently are not sufficiently achieving the outcomes expected i.e. sustained reduction in sickness absence, and that a different approach may yield better results. Consequently, sickness management has been selected as a pilot area for review using Outcomes Based Accountability methodology and this work is presently underway. Alongside this, a review of the Council's sickness management procedure is ongoing along with the development of a refreshed Employee Wellbeing strategy and plan.</p>																									

<p>Non-Executive Report of the:</p> <p>Overview and Scrutiny Committee</p> <p>14th September 2017</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Asmat Hussain, Corporate Director of Governance</p>	<p>Classification: Unrestricted</p>
<p>Creating a Balanced Night Time Economy in Tower Hamlets</p>	

<p>Originating Officer(s)</p>	<p>John Cooke, Senior Strategy, Policy and Performance Officer</p>
<p>Wards affected</p>	<p>All Wards</p>

Summary

- 1.1 This report submits the report and recommendations of the scrutiny review on creating a balanced night time economy in Tower Hamlets.

Recommendations:

- 2.1 The Overview and Scrutiny Committee is recommended to:
- Agree the draft report and the recommendations.
 - Authorise the Divisional Director for Strategy, Policy and Partnership to amend the draft report before submission to Cabinet, after consultation with the Chair of the Overview and Scrutiny Committee.

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 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 off-set 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 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

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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.

3.7 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 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.

- 3.8 Once agreed, the Working Group’s report will be submitted to Cabinet for a response to the recommendations.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

- 4.1 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. There are no direct financial implications arising from this report. However, should the Council agree to accept and implement any of the recommendations within this report, consideration will need to be given to any additional costs and appropriate funding will need to be identified 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 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

6. 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.

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.

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.
-

Linked Reports, Appendices and Background Documents

Linked Report

- NONE

Appendices

Appendix 1 – Creating a Balanced Night Time Economy in Tower Hamlets Scrutiny Review Report

Local Government Act, 1972 Section 100D (As amended)

List of “Background Papers” used in the preparation of this report

- NONE

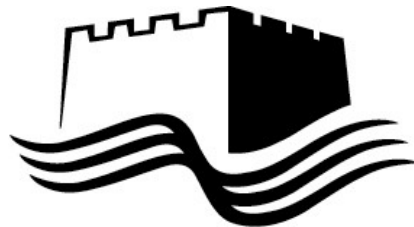
Nomination Reference	Asset Details	Nominating Group	Date Listed	Date on Register Until	Listing Review Submitted	Listing Appeal Submitted	Notice to dispose received	Date Notice Received	Interim Moratorium Period Ends	Protected Period Ends	Community Interest Request Received	Community Interest Groups	Interim Moratorium Period Ends
ACV/000001	The Women's Library 25 Old Castle Street London, E1 7NT	Users of the Women's Library (UWL)	19/12/2012	14/02/2013	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A
ACV/000002	Stour Space/ Vittoria Wharf 10 Stour Road London, E3 2NT	Stour Space	17/01/2013	17/01/2018	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A
ACV/000003	Turners Old Star 14 Watts Street Wapping London, E1W 2QG	Group 199 - HCPT	15/08/2014	15/08/2019	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A
ACV/000004	Joiners Arms 116-118 Hackney Road London, E2 7QL	Friends of the Joiner Arms	15/02/2015	15/02/2020	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A
ACV/000006	(1) 1st and 3rd floor only 316 to 318 Bethnal Green Road London, E2 0AG (2) The three upper floors 320 Bethnal Green Road London, E2 0AG	No.w.here Arts Limited	03/09/2015	03/09/2020	No	No	Yes	08/02/2016	21/03/2016	08/08/2017	Yes	No.w.here Arts Limited	08/08/2016
ACV/000007	The Ferry House 26 Ferry Street Isle of Dogs Canary Wharf London, E14 3DT	East London & City CAMRA	14/10/2015	14/10/2020	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A
ACV/000008	The Widow's Son (aka The Bun House) 75 Devons Road Bromley by Bow London, E3 3PJ	East London & City CAMRA	14/10/2015	14/10/2020	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A
ACV/000009	Open land at North West Corner of Branch Road and Horseferry Road London, E14	Limehouse Community Forum	14/10/2015	14/10/2020	No	No	Yes	14/01/2016	25/02/2016	14/07/2017	Yes	(1) Da'watul Islam UK & Eire charity (2) The Limehouse Community Forum (3) Canary Wharf College	14/07/2016
ACV/000010	The Queens Head PH 8 Flamborough Street London, E14 7LS	Queens Head Supporters	29/01/2016	29/01/2021	No	No	Yes	29/02/2016	11/04/2016	29/08/2017	Yes	Queens Head Supporters	29/08/2016
ACV/000012	Calders Wharf Community Centre Saunder Ness Road London, E14 3EA	The Friends of Island Gardens	12/02/2016	12/02/2021	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A
ACV/000020	The Bancroft Arms PH 410 Mile End Road London, E1 4RQ	Friends of the Bancroft Arms	10/11/2016	10/11/2021	No	No	No	N/A	N/A	N/A	N/A	N/A	N/A

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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.
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- **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.
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and support the emerging local priorities set out in related work such as the Town Centre Strategy, Local Plan and Licensing Policy Refresh?

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- 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
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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
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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

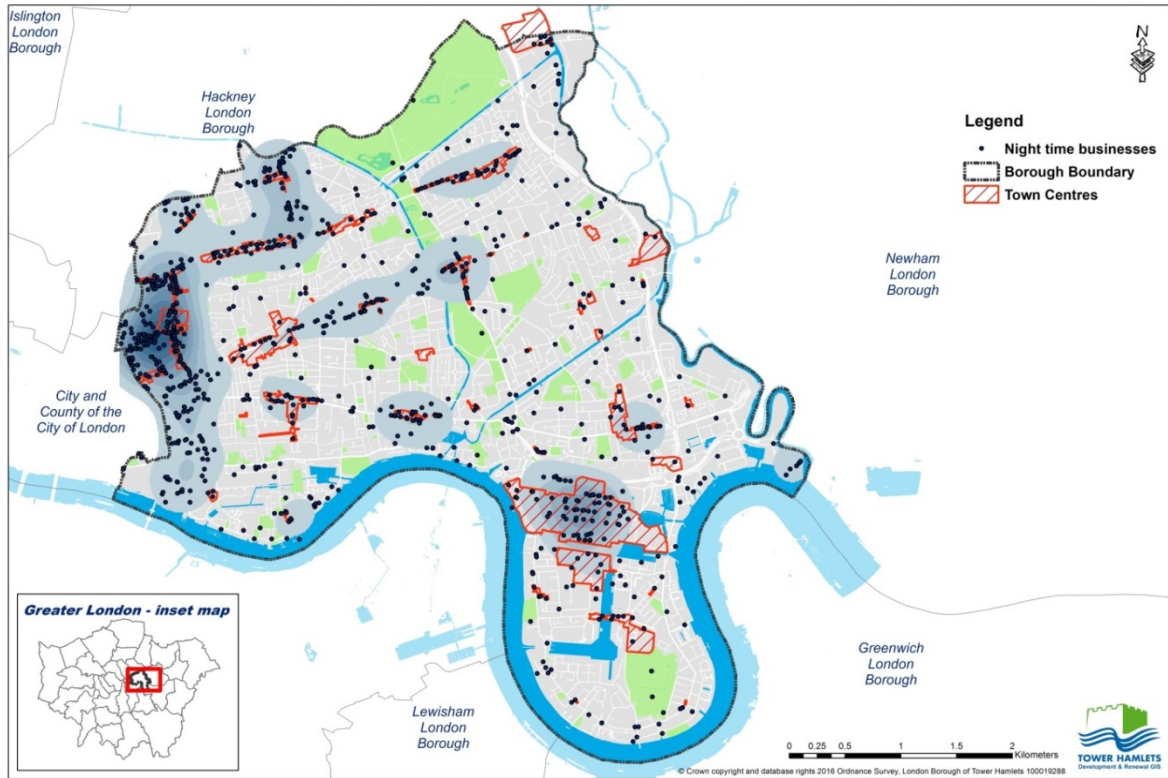
3.3.1 The Borough has a number of Night Time Economy Hubs, from the well established in areas such as Brick Lane and Canary Wharf, to emerging zones in areas such as Hackney Wick and Bethnal Green.

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

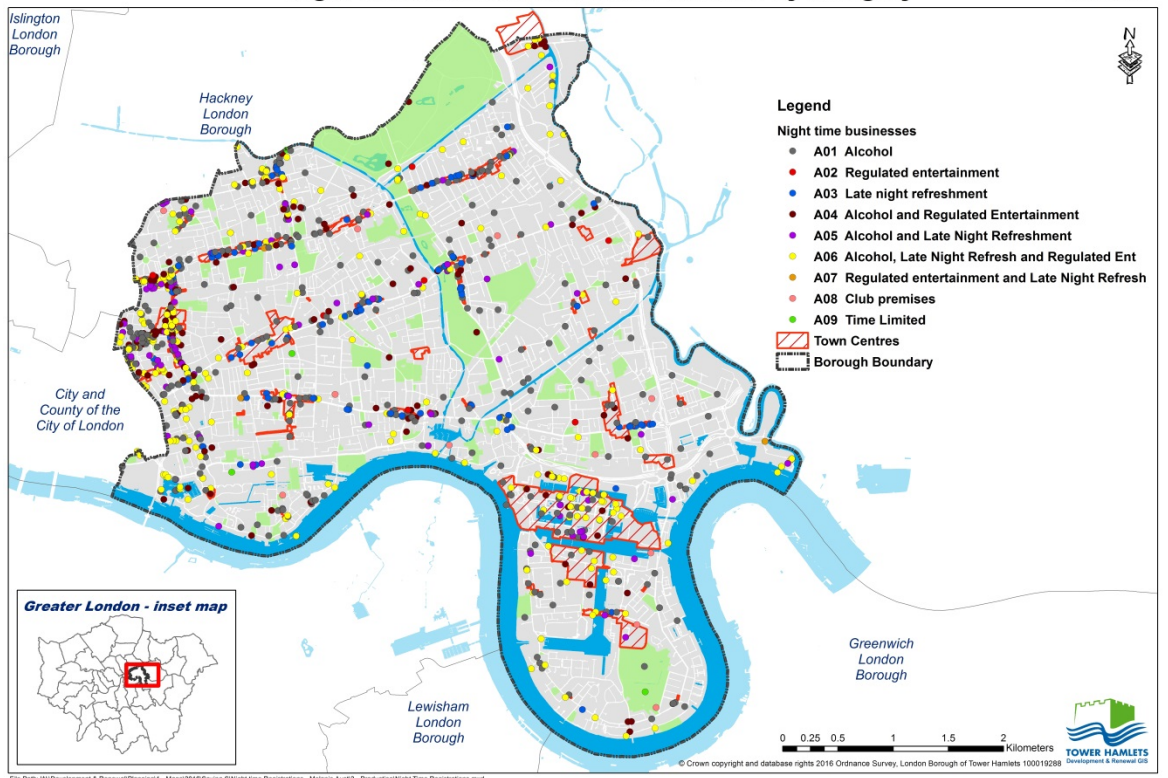
Date: 27/10/2016



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

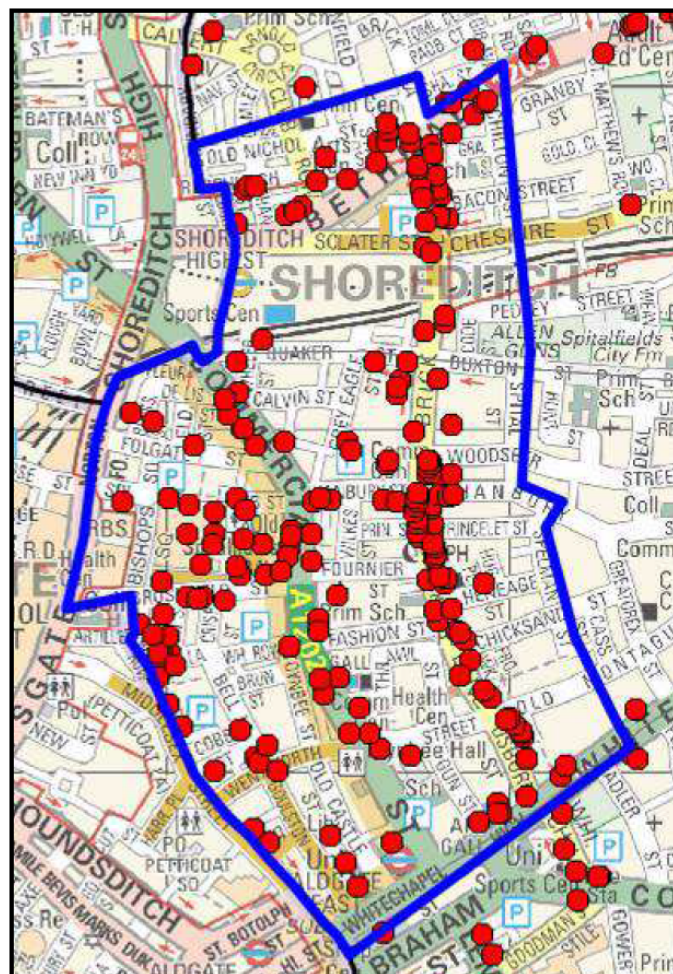
- 3.4 Licensed Premises and the Night Time Economy
- 3.4.1 In late October 2016, the Borough contained 1103 premises licensed to sell alcohol, of which 314 were licensed to supply alcohol after midnight.
- 3.5 Cumulative Impact Zone
- 3.5.1 Under the Licensing Act 2003, the Council is required to determine 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

3.7 Best Bar None

⁴ London Borough of Tower Hamlets Report of Cabinet to Council on 18 January 2017 "Late Night Levy Consideration – post consultation" Paragraph 3.15

- 3.7.1 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/lgnl/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.

<p>Non-Executive Report of the:</p> <p>Overview & Scrutiny Committee</p> <p>14th September 2017</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Will Tuckley, Chief Executive</p>	<p>Classification: Unrestricted</p>
<p>Draft Overview and Scrutiny Work Programme 2017/18</p>	

Originating Officer(s)	Afazul Hoque, Interim Service Manager, Corporate Strategy, Policy & Performance
Wards affected	All wards

Summary

This report sets out the Overview and Scrutiny Committee (OSC) work programme for the Municipal Year 2017/18.

The draft work programme has been informed by a session for committee members (including co-optees) and consultation with senior officers, including CLT.

Also included are the draft work programmes for the Health, Housing and Grants Scrutiny Sub-committees.

Recommendations:

The Overview & Scrutiny Committee is recommended to:

1. Approve the work programmes included in the appendices.

1. DETAILS OF REPORT

- 1.1 Members and co-opted members of the Overview & Scrutiny Committee (OSC) attended a workshop on 22nd June 2017 to begin the process of agreeing a work plan for the 2017/18 Municipal Year. This was facilitated by the Chair, and officers from the Corporate Strategy, Policy & Partnership Team. The session included a reflection of achievements and challenges in delivering the scrutiny work programme in 2016-17, a workshop to identify areas of focus for the Committee and outcomes they are seeking and a final session looking at training and development needs of the Committee.
- 1.2 Discussions were also held with officers across the Council in regards to scheduling performance and budget monitoring reports, Budget and Policy Framework Items, Ofsted updates and budget setting proposals. Follow up discussions were also held with the Chair of OSC to prioritise and agree format of scrutiny activities for the year.
- 1.3 Following this session, a longlist of Member preferences and a draft schedule for the Committee were circulated to the Corporate Leadership Team (CLT) and Cabinet Members for comments. Feedback from these and additional engagement with the Chair was used to prioritise topics to ensure that the Committee business could be managed within the available resources. The draft work programme for the committee can be found at Appendix 2. In order to allow for other items to be added to the agenda as the year progresses, such as call-ins, it has been necessary to retain some spare capacity.
- 1.4 For reference, regular business items scheduled for consideration by OSC fall into one of the following categories:
 - **Scrutiny Spotlight Sessions:** a Cabinet Member and/or a senior leader from a stakeholder organisation (e.g. the Borough Commander) provides an overview of their work, including key risks within their portfolio, and is then questioned by members of the Committee;
 - **Strategic Performance Monitoring:** regular strategic monitoring reports, such as the Corporate Performance Report and Budget Monitoring, are submitted to the Committee for scrutiny to ensure progress in delivering the Strategic Plan and to flag risks;
 - **Tracking Recommendations:** throughout the year the Committee will review progress on the implementation of 'Action Plans' arising from previous reviews and challenge sessions;
 - **Scrutiny Reviews:** led by a scrutiny lead member to examine a topic over multiple evidence gathering sessions, followed by a report with recommendations for service improvement. These are directly supported by an officer from Corporate Strategy & Equality, with input from the relevant directorates;

- **Scrutiny Challenge Sessions:** led by a scrutiny lead member, these take place during one ‘deep dive’ evidence gathering session and are followed by a report with recommendations for service improvement. These are directly supported by an officer from Corporate Strategy & Equality, with input from the relevant directorates;
- **Budget & Policy Framework Scrutiny:** OSC has a mandatory consultation role on all items that are the responsibility of Full Council to agree rather than the Executive, including the budget;
- **OSC Updates:** an opportunity for scrutiny lead members to report back to OSC on the work of the Sub-Committees or any wider work they are involved in, for example Improvement Boards;
- **OSC Reports:** additional items that are either requested, or referred to the OSC for consideration and input;
- **Pre-Cabinet Scrutiny:** consideration of items due at the next Cabinet meeting, which allows the Committee to raise questions that it wishes the Executive to take into account when making a decision.

1.5 The table below sets out all of the items that are currently included in the draft work programme by directorate (minus pre-cabinet scrutiny) and lists the identified lead officer. Please note that some of these items have already been received by the committee at its June and July meetings.

Directorate	Item	Scrutiny Type	Lead Officer
Adults, Health & Community Services	Health and Adult Services Portfolio Spotlight	Scrutiny Spotlight	Denise Radley
	Safeguarding Adults Board Independent Chair	Scrutiny Spotlight	Christabel Shawcross
	Community Safety Portfolio Spotlight	Scrutiny Spotlight	Ann Corbett Sue Williams - Borough Police Commander
	Community Cohesion Challenge Session Report	Scrutiny Challenge Session	Sharon Godman
	Maternity Services Action Plan (Cabinet: Feb 17)	Tracking Recommendations	Somen Banerjee
	Prevent Duty & Safeguarding Action Plan (Cabinet: Feb 17)	Tracking Recommendations	Ann Corbett

Directorate	Item	Scrutiny Type	Lead Officer
Place	Housing Portfolio Spotlight	Scrutiny Spotlight	Ann Sutcliffe
	Strategic Development & Waste Portfolio Spotlight	Scrutiny Spotlight	Ann Sutcliffe/Tom McCourt
	Work & Economic Development Portfolio Spotlight	Scrutiny Spotlight	Andy Scott
	Environment Portfolio Spotlight	Scrutiny Spotlight	Tom McCourt
	Homelessness Action Plan (Cabinet: Dec 16)	Tracking Recommendations	Mark Baigent
	Recycling Action Plan (Cabinet: Sept. 16)	Tracking Recommendations	Roy Ormsby
	Overview of Emergency Planning & Civil Contingency Arrangements	OSC Report	Ann Corbett
	Local Plan	Budget & Policy Framework	Owen Whalley
	Annual Review of Community Safety Partnership Plan	Budget & Policy Framework	Ann Corbett
Education & Children's Services	Education & Children's Services Portfolio Spotlight	Scrutiny Spotlight	Debbie Jones
	Culture & Youth Portfolio Spotlight	Scrutiny Spotlight	Debbie Jones
	Local Children's Safeguarding Board Independent Chair	Scrutiny Spotlight	Steve Ashley
	Children's Improvement Plan Updates	OSC Reports	Debbie Jones
	CAMHS Action Plan (Cabinet Dec 16)	Tracking Recommendations	Nancy Meehan
Governance	Quarterly Strategic Performance Report	Strategic Performance Monitoring (x4)	Sharon Godman
	Bi-Annual Best Value Improvement Report	Strategic Performance Monitoring (x2)	Sharon Godman
	Complaints and Information Governance Annual Report	Strategic Performance Monitoring	Ruth Dowden

Directorate	Item	Scrutiny Type	Lead Officer
	OSC Work Programme 2017/18	OSC Report	Sharon Godman
	OSC Annual Report 2017/18	OSC Report	Sharon Godman
	Transparency Commission Action Plan (Cabinet: Oct 16)	Tracking Recommendations	Sharon Godman
Resources	Resources Portfolio Spotlight	Scrutiny Spotlight	Zena Cooke
	Quarterly Budget Monitoring Report	Strategic Performance Monitoring (x4)	Neville Murton
	Budget Scrutiny	Budget & Policy Framework	Zena Cooke
	MTFS Updates	Budget & Policy Framework	Neville Murton
	Workforce Diversity Action Plan	Tracking Recommendations	Heather Daley
Cross-cutting	Night-time Economy Scrutiny Review Report*	Scrutiny Review	Tom McCourt/Denise Radley
	Mayor John Biggs	Scrutiny Spotlight	Will Tuckley
	Chief Executive	Scrutiny Spotlight	Will Tuckley

*The Night-time Economy Review commenced under the previous year's Committee, but will be reported on this year. This does not indicate a new review.

1.6 MTFS updates will take place at agreed times throughout the year, whilst the usual extraordinary meetings for budget scrutiny in January and (provisionally) February remain in the Committee's calendar. Budget proposals for the 2017/18 financial year that require public consultation will be circulated to the committee on email to allow for sufficient pre-cabinet decision scrutiny.

1.7 In addition to business received at ordinary Committee meetings, OSC will conduct a series of Scrutiny Reviews and Challenge Sessions over the course of this year, with reports and recommendations scheduled for formal sign-off by the Committee as and when they become available. The proposed Scrutiny Reviews and Challenge Sessions still need finalising, but the agreed shortlist for OSC and its Sub-Committees during 2017/18 are listed below.

Directorate	Topic	Review/Challenge	Scrutiny Lead Member
Adults, Health & Community Services	Social Isolation and Loneliness	Scrutiny Review	Cllr Clare Harrisson (Health Sub-Ctte)

	Tower Hamlets Together	Challenge Session	Cllr Clare Harrison (Health Sub-Ctte)
Place	Fire Safety in High Rise Buildings	Scrutiny Review	Cllr Helal Uddin (Housing Sub-Ctte)
Education & Children's Services	Child Sexual Exploitation (TBC)	Challenge Session	Cllr Danny Hassell (OSC)
	Early Help/Children's Centres (TBC)	Challenge Session	Cllr Danny Hassell (OSC)
Governance	The Impact of Brexit on the Council (TBC)	Challenge Session	Cllr Ayas Miah (OSC)
Resources	Youth Sports Funding (TBC)	Scrutiny Review (TBC)	Cllr Andrew Wood (Grants Sub-Ctte)
Cross-cutting	Domestic Violence (TBC)	Challenge Session	Cllr Danny Hassell (OSC) Cllr Clare Harrison (OSC)
	Youth Violence & Gangs (TBC)	Challenge Session	Cllr Danny Hassell (OSC) Cllr Clare Harrison (OSC)

1.8 This shortlist will need further refinement to ensure there is sufficient member and officer capacity to complete all this work by January 2018 due to the local elections that are scheduled for May. With this in mind Scrutiny Lead members should limit their non-Committee work to a maximum of one review and one challenge session, if there is available officer support to deliver the work.

1.9 The three Sub-Committees that sit beneath OSC (Health, Housing & Grants) have greatly expanded the level of scrutiny within the Council, allowing for more focussed work on these key areas whilst also releasing time for the main Committee to attend to issues of strategic importance to the Council, for example supporting the Children's Services Improvement journey. The Council also continues to host the Inner North East London Joint Health Overview & Scrutiny Committee (INEL JHOSC), which the current Scrutiny Lead for Adults will continue to Chair for another 12 months.

1.10 The Housing and Health Scrutiny Sub-committees have each been through a work planning process involving the Chair, members and key stakeholders. The proposed programmes for the year are set out in Appendix 3 (Health Scrutiny Sub-committee), 4 (Housing Scrutiny Sub-committee) and 5 (Grants Scrutiny Sub-Committee). As with the OSC work programme, there is a need to retain some flexibility in these so that extraordinary items can be added when needed, for example NHS 'case for change' consultations. The Grants Scrutiny Sub-committee's work programme currently includes primarily pre-decision scrutiny items, though it is understood that these will likely be added to as the year progresses. The Chair of the Grants Scrutiny Sub-Committee

has also indicated other items he would like to consider at the meetings and these need to be confirmed following discussions with officers.

- 1.11 INEL JHOSC does not have an annual work programme as such, as it is only meant to meet when consideration of health reforms impacting the sub-region occur. However, due to the emerging Sustainability & Transformation Plan (STP) for North East London the committee will continue to review specific aspects of the proposals, with two remaining meetings due in the 2017 calendar year - one focussed on the creation of a single Accountable Officer for NEL, and the other on workforce and maternity services.
- 1.12 To support Committee members in their roles, Corporate SPP will work with the Centre for Public Scrutiny, via the Council's consortium arrangement with Grant Thornton, to tailor a training and development and support programme for 2017/18, with a focus on: budget scrutiny, children's scrutiny and questioning skills.

2. COMMENTS OF THE CHIEF FINANCE OFFICER

- 2.1 This report sets out the Overview and Scrutiny Committee (OSC) work programme for the Municipal Year 2017/18. It also includes draft work programmes for the Health, Housing and Grants Scrutiny Sub-committees. OSC are asked to approve the work programmes appended.
- 2.2 It is envisaged that the work programme will be delivered through existing resources and thus there are no additional financial implications arising from the recommendations within this report. However, in the event that additional resources may be required to deliver particular aspects of the work programme, officers will be obliged to seek appropriate approval through the Council's financial approval process.

3. LEGAL COMMENTS

- 3.1 Section 9F of the Local Government Act 2000 requires authorities to set up an Overview and Scrutiny Committee. The Overview and Scrutiny Committee has a strategic and co-ordinating role over the Council's scrutiny function and in that regard, the Committee sets its own work programme.

4. ONE TOWER HAMLETS CONSIDERATIONS

- 4.1 Reducing inequality, promoting community cohesion and enabling community engagement and leadership have informed many of the topics included in the draft OSC work programme. Specific items to be covered by the Committee in 2017/18 in this area include: Scrutiny Spotlight sessions of all Cabinet members, the Community Cohesion Challenge Session Report, the Scrutiny Review of social isolation, and Scrutiny Challenge Sessions on youth violence and domestic violence.

5. BEST VALUE (BV) IMPLICATIONS

- 5.1 The work programme is developed to help the Overview & Scrutiny Committee's carry out its role in helping to secure continuous improvement for the Council, as required under its Best Value duty, including through scrutinising performance. To this end, OSC will receive a quarterly Corporate Performance Report as well as a bi-annual progress update on the on the Council's Best Value Improvement Plan. The Grants Scrutiny Sub-Committee will provide regular performance monitoring of the Mainstream Grants Programme.

6. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 6.1 There are no direct environmental implications arising from the report or recommendations, although the OSC is likely to consider items pertaining to the environment. The Cabinet Member for Environment and the Cabinet Member for Strategic Development & Waste will both have a Scrutiny Spotlight session during 2017/18, whilst there will be additional items received by the Committee relating to the Local Plan, the Night Time Economy, and an update on the implementation of the Recycling Scrutiny Challenge Session Action Plan.

7. RISK MANAGEMENT IMPLICATIONS

- 7.1 There are no direct risk management implications arising from the report or recommendations. OSC will expect that Cabinet Member Scrutiny Spotlight sessions highlight key risks within their portfolio areas, and quarterly monitoring reports pertaining to Corporate Performance and Budget Monitoring will also allow for the Committee to remain informed of key risks to the Council.

8. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 8.1 There are no direct crime and disorder reduction implications arising from the report or recommendations, although the OSC will consider items pertaining to developing a safe and cohesive borough. The Cabinet Member for Community Safety and the Police Borough Commander will have a joint Scrutiny Spotlight session, whilst the Committee will receive the Community Safety Plan, a Scrutiny Challenge Session Report on Community Safety and an update on the implementation of the Prevent Duty & Safeguarding Scrutiny Review Action Plan from 2016/17.

Linked Reports, Appendices and Background Documents

Linked Report

- None.

Appendices

- Appendix 1: Committee Membership
- Appendix 2: Draft Overview & Scrutiny Committee work programme 2017/18
- Appendix 3: Draft Health Scrutiny Sub-committee work programme 2017/18
- Appendix 4: Draft Housing Scrutiny Sub-committee work programme 2017/18
- Appendix 5: Draft Grants Scrutiny Sub-committee work programme 2017/18

Local Government Act, 1972 Section 100D (As amended)

List of “Background Papers” used in the preparation of this report

- NONE

Officer contact details for documents:

- N/A

Members of OSC 2017/18	
Councillors	
Councillor Denise Jones	Chair of OSC
Councillor Danny Hassell	Scrutiny Lead for Children's Services
Councillor Muhammad Ansar Mustaqim	
Councillor Oliur Rahman	
Councillor Rabina Khan	
Councillor Ayas Miah	Scrutiny Lead for Governance
Councillor Helal Uddin	Scrutiny Lead for Place (Chair of Housing)
Councillor Andrew Wood	Scrutiny Lead for Resources (Chair of Grants Scrutiny)
Councillor Rajib Ahmed	
Councillor Clare Harrisson	Scrutiny Lead for Adults (Chair of Health Scrutiny) (Chair of INEL)
Cooptees	
Shabbir Chowdhury	Parent Governors
Christine Trumper	Parent Governors
Dr Phillip Rice	Church of England Representative
Fatiha Kassouri	Parent Governor
Joanna Hannan	Representative of Diocese of Westminster
Asad M Jaman	Muslim Faith Community

Appendix 2 –Draft OSC Work Programme 2017/18

Draft Overview & Scrutiny Committee Work Programme 2017/18 - v6							
Meeting date	Type of scrutiny	Item	Outcome	Corporate Director	Lead Officer	Cabinet Lead	Scrutiny Lead
20/07/2017	Scrutiny Spotlight	Councillor Sirajul Islam – Deputy Mayor for Housing	Holding Cabinet Member to account	Ann Sutcliffe	Ann Sutcliffe	Sirajul Islam	Helal Uddin
	Strategic performance monitoring	Q4 Budget Monitoring (provisional outturn)	Quarterly monitoring	Zena Cooke	Neville Murton	David Edgar	Andrew Wood
	Review/Challenge Session	Community Cohesion Challenge Session Report	Review and approve report	Denise Radley	Sharon Godman	Asma Begum	Helal Uddin
	OSC Updates	Revised Scrutiny Leads appointment report	Requirement of Constitution	Asmat Hussain	Matthew Mannion	John Biggs	Denise Jones
		Scrutiny Leads verbal updates	For information	Various	Various	Various	Various
	OSC Reports	Overview of the Councils Emergency Planning and Civil Contingency arrangements	Seeking assurance that arrangements are robust and tested	Denise Radley	Steve Crawley	John Biggs	Clare Harrison
Pre-Cabinet	Cabinet Reports	Pre-Scrutiny of Cabinet reports	Various	Various	Various	Denise Jones	
14/09/2017	Scrutiny Spotlight	Councillor Rachel Blake - Cabinet Member for Strategic Development & Waste	Holding Cabinet Member to account	Ann Sutcliffe	Roy Ormsby/Owen Whalley	Rachel Blake	Helal Uddin
	Strategic performance monitoring	Q1 Corporate Budget Monitoring Report	Quarterly monitoring	Zena Cooke	Neville Murton	John Biggs	Andrew Wood
		Q1 Corporate Performance Report	Quarterly monitoring	Will Tuckley	Sharon Godman	John Biggs	Denise Jones
		Best Value Improvement Plan Update	Bi-annual monitoring	Will Tuckley	Sharon Godman	John Biggs	Denise Jones
	Review/Challenge Session	Night Time Economy Scrutiny Review Report	Review and approve report	Ann Sutcliffe/Denise Radley	Roy Ormsby	John Biggs	Helal Uddin
	Budget & Policy Framework	Local Plan update	Review Consultation	Ann Sutcliffe	Owen Whalley	Rachel Blake	Helal Uddin
	OSC Updates	Scrutiny Leads verbal updates	For information	Various	Various	Various	Various
	OSC Reports	OSC Work Programme 17/18	Agree work programme	Will Tuckley	Sharon Godman	John Biggs	Denise Jones
		SEND Strategy	Review pre-consultation	Debbie Jones	Christine McInnes	Amy Whitelock-Gibbs	Danny Hassell
Pre-Cabinet	Cabinet Reports	Pre-Scrutiny of Cabinet reports	Various	Various	Various	Denise Jones	

25/10/2017	Scrutiny Spotlight	Deputy Mayor & Councillor Rachael Saunders - Cabinet Member for Adults, Health and Community Services	Holding Cabinet Member to account	Denise Radley	Denise Radley	Rachael Saunders	Clare Harrison
	Scrutiny Spotlight	Adults Safeguarding (inc. Annual LASB Report)	Challenge & review of safeguarding	Denise Radley	Christable Shawcross	Rachael Saunders	Danny Hassell
	Strategic performance monitoring	Complaints and Information Governance Annual Report	Review trends and issues to inform work programme	Asmat Hussain	Ruth Dowdan	John Biggs	Denise Jones
	Tracking Recommendations	Workforce Diversity Action Plan (Cabinet: Sept 16)	Implementation Monitoring	Zena Cooke	Heather Daly	John Biggs	Andrew Wood
	Budget & Policy Framework	Community Safety Plan	Comment on draft plan	Denise Radley	Ann Corbett	Asma Begum	Clare Harrison
		MTFS Update Report	Budget monitoring	Zena Cooke	Neville Murton	David Edgar	Andrew Wood
	OSC Updates	Scrutiny Leads verbal updates	For information	Various	Various	Various	Various
Pre-Cabinet	Cabinet Reports	Pre-Scrutiny of Cabinet reports	Various	Various	Various	Denise Jones	
23/11/2017	Scrutiny Spotlight	Councillor Amy Whitelock-Gibbs - Cabinet Member for Education & Children's Services	Holding Cabinet Member to account	Debbie Jones	Debbie Jones	Amy Whitelock-Gibbs	Danny Hassell
	Scrutiny Spotlight	Children's Safeguarding (inc. Annual LCSB Report)	Challenge & review of safeguarding	Debbie Jones	Steve Ashley	Amy Whitelock-Gibbs	Danny Hassell
	Tracking Recommendations	Transparency Commission Action Plan (Cabinet: Oct 16)	Implementation Monitoring	Will Tuckley	Heather Daley	John Biggs	Denise Jones
	OSC Updates	Scrutiny Leads verbal updates	For information	Various	Various	Various	Various
	Pre-Cabinet	Cabinet Reports	Pre-Scrutiny of Cabinet reports	Various	Various	Various	Denise Jones
13/12/2017	Scrutiny Spotlight	Councillor Asma Begum - Community Safety + MPS Borough Commander	Holding Cabinet Member to account	Denise Radley	Denise Radley	Asma Begum	Clare Harrison
	Strategic performance monitoring	Q2 Corporate Budget Monitoring Report	Quarterly Monitoring	Zena Cooke	Neville Murton	David Edgar	Andrew Wood
		Best Value Improvement Plan Update	Bi-annual Monitoring	Will Tuckley	Sharon Godman	John Biggs	Denise Jones
	Tracking Recommendations	Recycling Scrutiny Challenge Session Action Plan (Cabinet: Sept 16)	Implementation Monitoring	Ann Sutcliffe	Roy Ormsby/Tom McCourt	Amina Ali	Helal Uddin
	OSC Updates	Scrutiny Leads verbal updates	For information	Various	Various	Various	Various
Pre-Cabinet	Cabinet Reports	Pre-Scrutiny of Cabinet reports	Various	Various	Various	Denise Jones	

24/01/2018	Scrutiny Spotlight	Councillor Joshua Peck - Cabinet Member for Work & Economic Development	Holding Cabinet Member to account	Ann Sutcliffe	Ann Sutcliffe	Joshua Peck	Helal Uddin
		Councillor Abdul Mukhit - Cabinet Member for Culture & Youth	Holding Cabinet Member to account	Debbie Jones	Debbie Jones	Abdul Mukhit	Danny Hassell
	Tracking Recommendations	Homelessness Scrutiny Review Action Plan (Cabinet: Dec 16)	Implementation Monitoring	Ann Sutcliffe	Mark Baigent	Sirajul Islam	Helal Uddin
	Budget & Policy Framework	2018/19 Budget Scrutiny	Comment on 18/19 budget	Zena Cooke	Neville Murton	David Edgar	Andrew Wood
	OSC Updates	Scrutiny Leads verbal updates	Fore information	Various	Various	Various	Various
	Pre-Cabinet	Cabinet Reports	Pre-Scrutiny of Cabinet reports	Various	Various	Various	Denise Jones
05/02/2018	<i>Additional budget scrutiny meeting if required</i>	MTFS Report 2017-2021					Andrew Wood
22/02/2018	Scrutiny Spotlight	Mayor John Biggs	Holding Mayor to account	Will Tuckley	Will Tuckley	John Biggs	Denise Jones
	Tracking Recommendations	Maternity Services Scrutiny Review Action Plan (Cabinet: Feb 17)	Implementation Monitoring	Denise Radley	Somen Banerjee	Rachael Saunders	Clare Harrison
		CAMHS Scrutiny Challenge Session Action Plan (Cabinet: Dec 16)	Implementation Monitoring	Debbie Jones	Nancy Meehan	Amy Whitelock-Gibbs	Danny Hassell
	OSC Updates	Scrutiny Leads verbal updates	For information	Various	Various	Various	Various
	Pre-Cabinet	Cabinet Reports	Pre-Scrutiny of Cabinet reports	Various	Various	Various	Denise Jones
22/03/2018	Scrutiny Spotlight	Chief Executive	Holding Chief Executive to account	Will Tuckley	Sharon Godman	John Biggs	Denise Jones
	Scrutiny Spotlight	Councillor Amina Ali - Cabinet Member for Environment	Holding Cabinet member to account	Ann Sutcliffe	Roy ormsby/Tom McCourt	Amina Ali	Helal Uddin
	Strategic performance monitoring	Q3 Corporate Budget Monitoring Report	Quarterly monitoring	Zena Cooke	Neville Murton	David Edgar	Andrew Wood
		Q3 Corporate Performance Report	Quarterly monitoring	Will Tuckley	Sharon Godman	John Biggs	Denise Jones
		Best Value Improvement Plan Update	Bi-annual Monitoring	Will Tuckley	Sharon Godman	John Biggs	Ayas Miah
	Tracking Recommendations	Prevent Duty & Safeguarding Scrutiny Review Action Plan (Cabinet Feb 17)	Implementation Monitoring	Denise Radley	Sharon Godman	Asma Begum	Denise Jones
	Budget & Policy Framework	OSC Annual Report 2017/18	Review and approve report	Various	Sharon Godman	John Biggs	Denise Jones
	OSC Updates	Scrutiny Leads verbal updates	For information	Various	Various	Various	Various
Pre-Cabinet	Cabinet Reports	Pre-Scrutiny of Cabinet reports	Various	Various	Various	Denise Jones	

		<ul style="list-style-type: none"> What role do other organisations in LBTH play in supporting and delivering the self-care and prevention agenda, e.g. Registered Housing Providers. 	<p>Tower Hamlets Housing Forum (TBC)</p> <p>CCG (TBC)</p> <p>Barts Health (TBC)</p> <p>ELFT (TBC)</p>	
	Ageing Well Strategy	<ul style="list-style-type: none"> Develop an understanding of the Ageing Well Strategy and its impact on residents. Provide scrutiny of the implementation of the Aging Well Strategy. 	<p>Karen Sugars (Acting Divisional Director Integrated Commissioning, LBTH)</p>	
	Health & Wellbeing Strategy	<ul style="list-style-type: none"> Develop an understanding of the TH Health & Wellbeing Strategy and review how the four key priority areas in the strategy are being addressed. Provide scrutiny of the implementation of the Health & Wellbeing Strategy 	<p>Somen Banerjee (Director of Public Health)</p>	Report/Presentation
<p>Wednesday, 8th January 2018</p> <p>Paper Deadline: Wednesday, 20th December 2017</p> <p>189</p>	Hard to reach groups: Homeless & New Migrants (Deep Dive)	<ul style="list-style-type: none"> Develop an understanding of the issues involved in providing health and social care for new migrants, refugees and homeless residents. Understand the response to addressing these issues from local health and social care commissioners and providers. 	<p>LBTH Adult Social Care (TBC)</p> <p>Barts Health (TBC)</p> <p>East London Foundation Trust (TBC)</p> <p>CCG (TBC)</p>	Report/Presentation
	Devolution	<ul style="list-style-type: none"> Develop an understanding of the background to the health devolution agenda and progress on implementing it in London. Understand the likely impact of devolution on the commissioning and provision of health & social care services in LBTH this will have for LBTH - what are the main risks? What are the main opportunities? 	TBC	Report/Presentation
	Children's & Young Peoples Mental Health (Annual review of Scrutiny Challenge Session Action Plan)	<ul style="list-style-type: none"> Ensure the Action Plan produced for the Children's & Young Peoples' Mental Health Scrutiny Challenge Session is being appropriately implemented. 	<p>Nancy Meehan (Interim Divisional Director - Children's Social Care, LBTH)</p>	Report/Presentation

			Bill Williams (East London Foundation Trust)	
			Carrie Kilpatrick & Martin Bould (CCG)	
	Maternity Services (Annual review of Scrutiny Review Action Plan)	<ul style="list-style-type: none"> Ensure the Action Plan produced for the Maternity Services Scrutiny Review is being appropriately implemented. 	Jackie Sullivan , Director of Royal London Hospital, Barts Health	Report/Presentation
			Somen Banerjee Director of Public Health	
5th March 2018 Paper Deadline: Thursday, 22 nd February 2018 06:30	Sustainability of social care services in Tower Hamlets (Deep Dive)	<ul style="list-style-type: none"> Develop an understanding of what the Improved Better Care fund is and how the council is using it. Review the quality of home care and residential care provision in the borough. Develop an understanding of how the new home care contract is performing from a council, provider and resident perspective. 	Karen Sugars (Acting Divisional Director Integrated Commissioning, LBTH)	Report/Presentation
	New Community Health Service (Alliance Agreement)	<ul style="list-style-type: none"> Develop an understanding of how the new Community Health Service works. Provide scrutiny of the performance of the new Community Health Service at the end of its first year. 	Karen Sugars Acting Divisional Director Integrated Commissioning, LBTH	Report/Presentation
			Simon Hall Acting Chief Officer, CCG	

	Patient Voice & Engagement	<ul style="list-style-type: none"> Develop an understanding of how key health and social care organisations engage with service users and respond to their views. Consider the effectiveness of services provided to residents of the borough through the Patient Advice and Liaison Service (PALS) 	CCG (TBC) Barts Health (TBC) East London Foundation Trust (TBC)	Report/Presentation
	Quality Accounts	<ul style="list-style-type: none"> Provide input to the Barts Health and East London Foundation Trust Quality Accounts 	Barts Health (TBC) East London Foundation Trust	Report/Presentation

Appendix 4 – Draft Housing Scrutiny Sub-Committee Work Programme 2017/18

Meeting date	Type of scrutiny	Item	Outcome	Service area	Lead
12/07/2017	Overview & Scrutiny Report	Housing in Tower Hamlets – understanding key challenges	Presentation to provide key challenges faced by the authority and also future opportunities to meet housing demands.	Housing & Regeneration	Mark Baigent
	Overview & Scrutiny Report	Fire Safety of High Rises	Presentation from Tower Hamlets Housing Forum to provide an overarching update on fire safety in tall buildings. This was requested by O&S Committee – in response to the tragic fire at Grenfell Tower.	Housing & Regeneration Tower Hamlets Housing Forum Tower Hamlets Homes	Mark Baigent Sandra Fawcett John Tunney
Page 192 11/09/2017	Performance Budget Monitoring	Housing & Regeneration Quarterly Performance Report	This report will provide an overview of Housing quarter 1 performance in 2017/18.	Mark Baigent	Mark Baigent
	Overview & Scrutiny Report	Homelessness Reduction Act – TH Implementation Plan	To consider the impact of the Act and how the council proposes to implement it.	Housing & Regeneration	Mark Baigent
	Review	Fire Safety of All high rise buildings in Tower Hamlets including: LBTH's Building Control ensuring safety in Housing Development	HSSC in its first meeting of 2017-18 suggested that the aspect of 'safety' around housing development in the borough is added to the work programme. This is in response to the recent fatal fire at Grenfell Tower, K&C LBC. <i>Draft scope of the review is to be presented and discussed at this meeting.</i>	Housing & Regeneration Property & Major Programmes	Mark Baigent/THHF Ann Sutcliffe Afazul Hoque
	Spotlight	The impact of AirBnB in the Private Rented Sector (PRS)	Presentation to explore the impact of AirBnB in the local area.	Housing & Regeneration (Private Sector Housing)	Martin Ling/Marc Lancaster

Meeting date	Type of scrutiny	Item	Outcome	Service area	Lead
13/11/2017	Overview & Scrutiny Report	Update on acquiring properties to manage demands on Temporary Accommodation (TA)	A presentation/report on how TH is meeting the needs for TA through its acquisition programme	Strategy - Innovation & Sustainability	Mark Baigent Alison Thomas
	Spotlight	Spotlight session 1: Cabinet Member for Housing Management and Performance	This session will allow Lead Member for Housing to discuss and bring to the attention of the committee any new initiatives, pressing challenges and opportunities that could improve housing services and better serve residents, partners and stakeholders. Members of the committee will have the opportunity to raise any concerns; seek clarification; and recommend improvement action etc.	Housing & Regeneration	Mark Baigent
Page 193 29/01/2017	Performance Budget Monitoring	Housing & Regeneration	This report will provide an overview of Housing quarter 1 performance in 2017/18.	Mark Baigent	This report will provide an overview of Housing performance in 2016/17 – and areas of specific focus in 2017/18
	Spotlight	Spotlight session 2: Cabinet Member for Development & Renewal	This session will allow Lead Member for Development and Renewal to discuss and bring to the attention of the committee any new initiatives, pressing challenges and opportunities that could improve housing services and better serve residents, partners and stakeholders. Members of the committee will have the opportunity to raise any concerns; seek clarification; and recommend improvement action etc.	Housing & Regeneration	Mark Baigent
	Overview & Scrutiny Report	The London Plan – a review by the GLA	Scrutiny to consider the review and to seek the necessary opportunity to feed into it.	Strategic Housing	Mark Baigent Alison Thomas

Meeting date	Type of scrutiny	Item	Outcome	Service area	Lead
19/03/2018	Overview & Scrutiny Report	Review of the effectiveness of LBTH current Tenancy Strategy and changes ahead	Report/Presentation on whether the current tenancy strategy is fit for purpose – and meeting the needs to residents.	Strategic Housing	Mark Baigent
	Review	Final report: Fire Safety in High Rise Buildings	This report will consider the recommendations of the review and if accepted by the committee, an action plan would need to be produced by the service area for Cabinet approval.	Housing & Regeneration Property & Major Programmes	Mark Baigent/THHF Ann Sutcliffe Afazul Hoque
	Overview & Scrutiny Report	Report on the council's void properties	This item was referred to this committee by the Overview and Scrutiny Committee – to look at what the council is doing about reducing void properties and paying central government	Housing & Regeneration	Mark Baigent

Draft Grants Scrutiny Sub-Committee (GSSC) Work Programme 2017-18

Meeting date	Item title	Service area	Lead	Description/comments
6th Sep	Grants Scrutiny Work Programme 2017/18	Corporate SPP	John Cooke	For the committee to note the work programme for 2017/18
	Exercise of Discretions / Individual Mayoral Decision	Third Sector Team (Resources)	Steve Hill	
	Events Fund – Annual Report 2016/17	CLL – Arts & Events	Alison Denning	
	MSG Theme 5 Closure Report	Third Sector Team (Resources)	Steve Hill	
	Grants Forward Plan	Third Sector Team (Resources)	Steve Hill	For committee to note the plan.
	Grants Register	Third Sector Team (Resources)	Steve Hill	
	Extension of Mainstream Grants and Corporate Grants Policy	Strategy Policy & Partnership	Emily Fieran-Reed / David Freeman	Comment on the proposed extension of Mainstream Grants and progress in developing the Grants Policy
	Pensions Club	Adults Commissioning (HAC)	Jamie Bird	
	Ocean Estate Regeneration Trust	Regeneration (Place)	Imelda Burke	
19th Oct	Exercise of Discretions / Individual Mayoral Decision	Third Sector Team (Resources)	Steve Hill	
	MSG Performance Monitoring – April to June 2017 Full Report	Third Sector Team (Resources)	Steve Hill	
	Grants Forward Plan	Third Sector Team	Steve Hill	For committee to note the plan.

Meeting date	Item title	Service area	Lead	Description/comments
		(Resources)		
30 th Nov	Exercise of Discretions / Individual Mayoral Decision	Third Sector Team (Resources)	Steve Hill	
	MSG Performance Monitoring – July to September 2017 full report	Third Sector Team (Resources)	Steve Hill	
	Events Fund Quarterly Monitoring	CLL – Arts & Events	Alison Denning	
	Grants Register	Third Sector Team (Resources)	Steve Hill	For committee to note the plan.
	GSSC Forward Plan	Corporate SPP	John Cooke	For committee to note the plan.
	Spotlight on Measuring and Judging the Effectiveness of Grants Geographical spread of grants in the borough & communications strategy in relation to grants	Third Sector Team (Resources)	Steve Hill	What outputs and outcomes are being achieved with grants across the board and how consistent is this across all grant provision? Is there an obvious stark difference in what is being delivered between organisations? The committee is looking for a better idea of the outcomes being achieved and the consistency of this across all grant provision. A presentation which answers the questions: does the grants provision delivered in areas of the borough reflect areas of population growth? How evenly distributed are grants across the borough? What is the Council's communications strategy in ensuring grants are being accessed by all parts of the borough?
31 st Jan	Exercise of Discretions / Individual Mayoral Decision	Third Sector Team (Resources)	Steve Hill	
	GDSC Grants Forward Plan	Third Sector Team	Steve Hill	For committee to note the plan.

Meeting date	Item title	Service area	Lead	Description/comments
		(Resources)		
	New grants policy	Strategy, Policy & Partnership	Sharon Godman/Emily Fieran-Reed	To consider new grants policy prior to executive approval
	Community Buildings Review	Strategy, Policy & Partnership	Emily Fieran-Reed / David Freeman	To comment on the final report of the Community Buildings Review
28th Mar	Exercise of Discretions / Individual Mayoral Decision	Third Sector Team (Resources)	Steve Hill	
	MSG Performance Monitoring – October to December 2017 full report	Third Sector Team (Resources)	Steve Hill	
	Events Fund Quarterly Monitoring	CLL – Arts & Events	Alison Denning	
	Grants Forward Plan	Third Sector Team (Resources)	Steve Hill	For committee to note the plan.
	Grants Register	Third Sector Team (Resources)	Steve Hill	

*This work programme reflects the items in the GDSC forward plan in addition to items that GSSC are considering as part of their own work programme. This table therefore represents the work programme and forward plan for GSCC.

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