

CABINET

MAYOR

Mayor John Biggs

CABINET MEMBERS

Councillor Sirajul Islam	(Statutory Deputy Mayor and Cabinet Member for Housing)
Councillor Rachel Blake	(Deputy Mayor and Cabinet Member for Regeneration and Air Quality)
Councillor Asma Begum	(Deputy Mayor and Cabinet Member for Community Safety and Equalities)
Councillor Amina Ali	(Cabinet Member for Culture, Arts and Brexit)
Councillor David Edgar	(Cabinet Member for Environment)
Councillor Danny Hassell	(Cabinet Member for Children, Schools and Young People)
Councillor Denise Jones	(Cabinet Member for Adults, Health and Wellbeing)
Councillor Candida Ronald	(Cabinet Member for Resources and the Voluntary Sector)
Councillor Motin Uz-Zaman	(Cabinet Member for Work and Economic Growth)

[The quorum for Cabinet is 3 Members]

MEETING DETAILS

Wednesday, 27 February 2019 at 5.30 p.m.
C1, 1st Floor, Town Hall, Mulberry Place, 5 Clove Crescent, London, E14 2BG

The meeting is open to the public to attend.

Further Information

The public are welcome to attend meetings of the Cabinet. Procedures relating to Public Engagement are set out in the 'Guide to Cabinet' attached to this agenda.

Contact for further enquiries:

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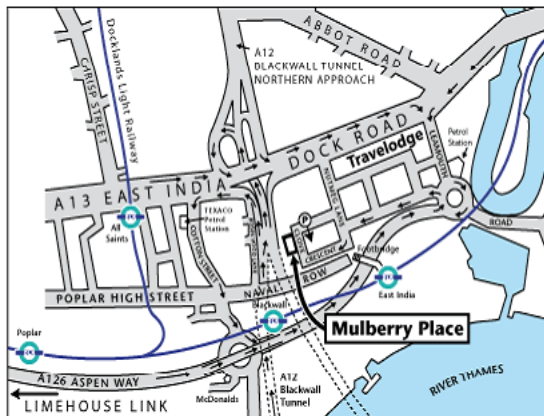
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A Guide to CABINET

Decision Making at Tower Hamlets

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

Which decisions are taken by Cabinet?

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

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

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

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

Published Decisions and Call-Ins

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

- The decisions will be published on: **Friday, 1 March 2019**
- The deadline for call-ins is: **Friday, 8 March 2019**

Any Call-Ins will be considered at the next meeting of the Overview and Scrutiny Committee. The Committee can reject the call-in or they can agree it and refer the decision back to the Mayor, with their recommendations, for his final consideration.

Public Engagement at Cabinet

The main focus of Cabinet is as a decision-making body. However there is an opportunity for the public to contribute through making submissions that specifically relate to the reports set out on the agenda.

Members of the public may make written submissions in any form (for example; Petitions, letters, written questions) to the Clerk to Cabinet (details on the front page) by 5 pm the day before the meeting.

LONDON BOROUGH OF TOWER HAMLETS

CABINET

WEDNESDAY, 27 FEBRUARY 2019

5.30 p.m.

	Pages
1. APOLOGIES FOR ABSENCE	
To receive any apologies for absence.	
2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS	11 - 14
To note any declarations of interest made by Members, including those restricting Members from voting on the questions detailed in Section 106 of the Local Government Finance Act, 1992. See attached note from the Monitoring Officer.	
3. UNRESTRICTED MINUTES	15 - 24
The unrestricted minutes of the Cabinet meeting held on Wednesday 30 January 2019 are presented for approval.	
4. ANNOUNCEMENTS (IF ANY) FROM THE MAYOR	
5. OVERVIEW & SCRUTINY COMMITTEE	
5.1 Chair's Advice of Key Issues or Questions	
Chair of Overview and Scrutiny Committee (OSC) to report on any issues raised by the OSC in relation to unrestricted business to be considered.	
5.2 Any Unrestricted Decisions "Called in" by the Overview & Scrutiny Committee	
(Under provisions of Article 6 Para 6.02 V of the Constitution).	

6. UNRESTRICTED REPORTS FOR CONSIDERATION

6 .1	Spitalfields Community Governance Review - Consideration of Draft Recommendations	25 - 58
	<p>Report Summary: Following the first stage of the Community Governance Review into the request to set up a Parish Council in the Spitalfields Area, the Council is required to publish a set of Draft Recommendations.</p> <p>Once agreed, these draft recommendations will be put out to a second stage consultation exercise before the Council prepares final recommendations for consideration by the Council meeting to be held later in the year.</p> <p>Wards: Spitalfields & Banglatown; Weavers Lead Member: Mayor Corporate Priority: A borough that our residents are proud of and love to live in; TH Plan 3: Strong, resilient and safe communities</p>	
6 .2	Determination of School Admission Arrangements for 2020/21	59 - 170
	<p>Report Summary: This is the annual report to determine the Local Authority's school admissions arrangement for community schools and those for whom the LA acts as an admission authority.</p> <p>The report also provides a brief update on school place planning following the report on 28 November 2018.</p> <p>Wards: All Wards Lead Member: Cabinet Member for Children, Schools and Young People Corporate Priority: All Priorities</p>	
6 .3	Tower Hamlets Graffiti and Street Art Policy	171 - 214
	<p>Report Summary: This report presents the council's Graffiti and Street Art Policy. It sets out our approach for an increased focus on removing illegal, antisocial and offensive graffiti whilst leaving approved street art in place. Tackling graffiti is a growing problem across the borough with an urgent need to reduce the negative impact it has on local areas and quality of life for residents and businesses.</p> <p>Wards: All Wards Lead Member: Cabinet Member for Environment Corporate Priority: A borough that our residents are proud of and love to live in</p>	

Report Summary:

The report will present the findings from the public consultation on the draft Waste Management Strategy and will set out the policies, services standards and action plans that the Council will need to adopt to deliver improved waste services

Wards: All Wards
Lead Member: Cabinet Member for Environment
Corporate Priority: A borough that our residents are proud of and love to live in

Report Summary:

Essential options and recommendations for the future delivery of Contract Services are proposed, which are intended to improve the efficiency of the Service and to improve its financial position.

Wards: All Wards
Lead Member: Cabinet Member for Children, Schools and Young People, Cabinet Member for Resources and the Voluntary Sector
Corporate Priority: A borough that our residents are proud of and love to live in

Report Summary:

To agree that 34 Mount Terrace is surplus to requirements and to dispose of the property on the open market. In addition, agree a lease renewal of a shop tenancy (17 – 19 Brick Lane) where the total lease term rent value exceeds delegated authority.

Wards: Whitechapel
Lead Member: Mayor
Corporate Priority: A borough that our residents are proud of and love to live in

6.7 Local Implementation Plan 3 - Report of Consultation and Final Draft Approval 363 - 368

Report Summary:

The Local Implementation Plan 3 provides the Borough's response to how it will help deliver the Mayor for London's Transport strategy at the local level over the next 20 years with background data providing justification for these works. It will form a part of the forthcoming Borough Transport strategy.

The document has been to key stakeholder consultation and the comments arising have been addressed. The Borough is now required to submit the approved final version to Transport for London (TfL) by the end of February and this will inform TfL approval of our Annual Spending Allocation to deliver the works set out in the 3 year Delivery Plan.

Wards: All Wards
Lead Member: Cabinet Member for Environment
Corporate Priority: A borough that our residents are proud of and love to live in

6.8 Quarterly Performance & Improvement Monitoring - Q3 2018-19 369 - 466

Report Summary:

This report provides the Mayor in Cabinet with an update on the delivery and implementation of the councils Strategic Plan

Wards: All Wards
Lead Member: Mayor
Corporate Priority: A borough that our residents are proud of and love to live in

6.9 Revenue and Capital Budget Monitoring (Quarter 3) 2018/19 467 - 512

Report Summary:

This report details the Quarter 3 (December 2018) monitoring position against the approved budget for the Revenue and Capital Spend for the financial year end 2018-19.

The report may also seek approval for any new capital projects that need to be progressed during 2018-19.

It also includes information on the councils progress against its saving targets and a number of general financial health indicators.

Wards: All Wards
Lead Member: Cabinet Member for Resources and the Voluntary Sector
Corporate Priority: All Priorities

Report Summary:

To note Corporate Director Actions.

Wards: All Wards

Lead Member: Cabinet Member for Resources and the Voluntary Sector

Corporate Priority: All Priorities

7. ANY OTHER UNRESTRICTED BUSINESS CONSIDERED TO BE URGENT**8. EXCLUSION OF THE PRESS AND PUBLIC**

Should the Mayor in Cabinet consider it necessary, it is recommended that the following motion be adopted to allow consideration of any exempt/restricted documents.

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

EXEMPT/CONFIDENTIAL SECTION (PINK)

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

9. EXEMPT / CONFIDENTIAL MINUTES

Nil items.

10. OVERVIEW & SCRUTINY COMMITTEE**10 .1 Chair's Advice of Key Issues or Questions in Relation to Exempt / Confidential Business**

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

10 .2 Any Exempt / Confidential Decisions "Called in" by the Overview & Scrutiny Committee

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

11. EXEMPT / CONFIDENTIAL REPORTS FOR CONSIDERATION

Nil items.

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

Next Meeting of the Committee:

Wednesday, 27 March 2019 at 5.30 p.m. in C1, 1st Floor, Town Hall, Mulberry Place, 5 Clove Crescent, London, E14 2BG

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Agenda Item 2

DECLARATIONS OF INTERESTS - NOTE FROM THE MONITORING OFFICER

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

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

Interests and Disclosable Pecuniary Interests (DPIs)

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

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

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

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

Effect of a Disclosable Pecuniary Interest on participation at meetings

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

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

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

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

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

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

Further advice

For further advice please contact:-

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

APPENDIX A: Definition of a Disclosable Pecuniary Interest

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

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

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LONDON BOROUGH OF TOWER HAMLETS

MINUTES OF THE CABINET

HELD AT 5.34 P.M. ON WEDNESDAY, 30 JANUARY 2019

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

Members Present:

Mayor John Biggs	
Councillor Sirajul Islam	(Statutory Deputy Mayor and Cabinet Member for Housing)
Councillor Rachel Blake	(Deputy Mayor and Cabinet Member for Regeneration and Air Quality)
Councillor Asma Begum	(Deputy Mayor and Cabinet Member for Community Safety and Equalities)
Councillor Amina Ali	(Cabinet Member for Culture, Arts and Brexit)
Councillor David Edgar	(Cabinet Member for Environment)
Councillor Danny Hassell	(Cabinet Member for Children, Schools and Young People)
Councillor Denise Jones	(Cabinet Member for Adults, Health and Wellbeing)
Councillor Candida Ronald	(Cabinet Member for Resources and the Voluntary Sector)
Councillor Motin Uz-Zaman	(Cabinet Member for Work and Economic Growth)

Other Councillors Present:

Councillor Peter Golds
Councillor Abdal Ullah

Officers Present:

Andrew Bate	(Senior Executive, Communications)
Richard Baldwin	(Divisional Director, Children's Social Care)
Stephen Bramah	(Deputy Head of the Mayor's office)
David Courcoux	(Head of the Mayor's Office)
Sharon Godman	(Divisional Director, Strategy, Policy and Performance)
Afazul Hoque	(Head of Corporate Strategy & Policy)
Asmat Hussain	(Corporate Director, Governance and Monitoring Officer)
Debbie Jones	(Corporate Director, Children and Culture)
Alan McCarthy	(Asset Strategy Capital Delivery & Property Services)
Tom McCourt	(Strategic Director)
Neville Murton	(Acting Corporate Director, Resources)
Denise Radley	(Corporate Director, Health, Adults & Community)
Ann Sutcliffe	(Acting Corporate Director, Place)
Warwick Tomsett	Joint Director, Integrated Commissioning
Will Tuckley	(Chief Executive)

Matthew Mannion

(Committee Services Manager, Democratic Services, Governance)

ORDER OF BUSINESS

During the meeting the Mayor agreed to change the order of business in order to accommodate requests to speak. He therefore took agenda item 6.3 (Adopt London East – Regional Adoption Agency – Business Case) before Agenda Item 6.1 (The Council's 2019-20 Budget Report and Medium Term Financial Strategy 2019-22).

All other business was taken in order. To aid clarity, the minutes are presented in the order the items appeared on the agenda.

1. APOLOGIES FOR ABSENCE

There were no apologies for absence.

2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS

There were no Declarations of Disclosable Pecuniary Interests.

3. UNRESTRICTED MINUTES

RESOLVED

1. That the unrestricted minutes of the Cabinet meeting held on Wednesday 9 January 2019 be approved and signed by the Chair as a correct record of proceedings.

4. ANNOUNCEMENTS (IF ANY) FROM THE MAYOR

The Mayor made a number of announcements to those present:

- Due to the cold weather the Council had activated its emergency plans to support rough sleepers and details were on the Council's website.
- The Council had recently launched the building of 24 new council homes on Jubilee Street.
- The Council's Brexit Commission was due to release its report soon.

5. OVERVIEW & SCRUTINY COMMITTEE

5.1 Chair's Advice of Key Issues or Questions

The Chair of the Overview and Scrutiny Committee (OSC) presented the Committee's response to the Mayor's draft budget proposals.

Pre-Decision Scrutiny Questions, and officer responses, were also submitted in relation to Agenda Items 6.2 (Fees and Charges 2019/20), 6.3 (Adopt

London East – Regional Adoption Agency – Business Case) and 6.4 (An Integrated Information and Advice Plan for Tower Hamlets).

All the above were considered during discussion of the relevant agenda items.

In addition, Councillor Abdal Ullah, Chair of the Overview and Scrutiny Committee provided an update on OSC's recent work. At their last meeting a number of issues had been considered including:

- Community Safety and the work the council and partners were doing in this area. A scrutiny report with recommendations for action would follow in the near future.
- A valuable discussion on the Prevent work being undertaken by the Council.
- A follow up on the budget scrutiny debate that had taken place on 14 January 2019. Recommendations were being presented to the Executive to consider.
- A challenge session on Communications looking at examples of best practice and on how residents can help shape policies.

Finally he requested that the Mayor consider extending invites to Scrutiny Leads at more Executive led events such as on the Housing Strategy recently.

The **Mayor** thanked Councillor Abdal Ullah for his update and agreed to look to include Scrutiny Leads on more occasions.

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

Nil items.

6. UNRESTRICTED REPORTS FOR CONSIDERATION

6.1 The Council's 2019-20 Budget Report and Medium Term Financial Strategy 2019-22

Councillor Candida Ronald, Cabinet Member for Resources and the Voluntary Sector, introduced the report. She provided the meeting with a summary of the financial challenges the Council faced, in particular in relation to the cuts in support from central government.

However, despite this the Council was still looking to invest in key areas that local residents had identified in the recent consultation exercise including around issues such as tackling anti-social behaviour and gangs whilst looking to support young people and vulnerable residents.

Finally she highlighted a few changes from the draft budget including on the business rate levy and empty homes premium.

The **Mayor** welcomed the report and the investments the Council was able to make in areas such as maintaining the resident support scheme and free

school meals. He thanked Overview and Scrutiny for their scrutinising of the budget and he noted their submitted report. He then **agreed** the recommendations set out including to submit the proposed budget to Council for final consideration.

RESOLVED

1. To agree a General Fund Revenue Budget of £342.560m subject to any changes arising from the Final Local Government Finance Settlement to be referred to Full Council for consideration.
2. To agree the Council Tax (Band D) at £1,019.67 for 2019-20 to be referred to Full Council for consideration.
3. To authorise the Corporate Director, Resources after consultation with the Mayor and Lead Member of Resources to make any changes required to the budget following the final settlement announcement in February.
4. To approve the revised Capital Programme for the period to 2028-29; as detailed in Appendix 9A-D to the report and adopt the associated capital estimates
5. To approve the draft 2019-20 Housing Revenue Budget as set out in Appendix 8A to the report.
6. To approve the draft 2019-20 Management Fee payable to Tower Hamlets Homes (THH) of £31.105m as set out in Table 6 of the report.
7. To note that under the Management Agreement between the Council and THH, THH manages delegated income and expenditure budgets on behalf of the Council. In 2019-20, THH will manage delegated income budgets totaling £86.875m and delegated expenditure budgets of £27.719m.
8. To note the following matters:

General Fund revenue Budget for 2019-20 and Medium Term Financial Strategy 2019-20 to 2021-22

The initial budget proposal and Council Tax for 2019-20 together with the Medium Term Financial Strategy set out in Appendix 1A. Note the decision made by the Mayor in Cabinet to participate in the London Wide 75% Business Rates Retention pilot scheme.

Note the decision of the Mayor in Cabinet in January 2018 to increase the Council Tax empty homes premium from 50% to 100%, which comes into effect from the 1st April 2019. This follows the Rating (Property in Common Occupation) and Council Tax (Empty Dwellings) Act 2018 which allows Councils to increase the

current maximum empty homes premium set at 50%, to 100% from 1st April 2019.

Budget Consultation

The outcome of consultation with business ratepayers, residents and other stakeholders as set out in Section 3.13 and Appendix 10

Funding

The funding available for 2019-20 and the indications and forecasts for future years as set out in Section 3.4.

Growth and Inflation

The risks identified from the potential growth and inflation commitments arising in 2019-20 and future years as set out in Section 3.5 and Appendix 3.

Savings

New proposed saving items to be delivered in 2019-22 as set out in Section 3.6 and Appendix 4 of the report.

Financial Risks: Reserves and Contingencies

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

Reserves and Balances

The reserves policy and proposed approach to the strategic use of reserves as set out in Section 3.8 and the projected movement in Reserves as detailed Appendix 5 and 7.

Schools Funding

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

Housing Revenue Account

The position of the Housing Revenue Account; proposals for Rent and Tenanted Service Charge Setting 2019-20 and Equalities impact assessment set out in Section 3.10 and Appendix 8

Capital Programme

The Capital Programme to 2018-29; including proposed revisions to the current programme as set out in Section 3.11 and detailed in Appendix 9.

9. To note the Equalities Impact Assessment / specific equalities considerations as set out in Section 4 of the report.

6.2 Fees & Charges 2019/20

Councillor Candida Ronald, Cabinet Member for Resources and the Voluntary Sector, introduced the annual report setting out the fees and charges to be agreed by the Mayor in Cabinet. She noted the target of increasing income to

the Council from fees and charges and that most increases were in line with inflation measures.

The **Mayor** welcomed the report and in particular noted the new diesel surcharge created as one action, amongst a number, to improve air quality in the borough. He noted the Pre-Decision Scrutiny Questions and officer responses and then **agreed** the recommendations as set out.

RESOLVED

1. To approve the proposed increase to discretionary fees and charges by a minimum of CPI (2.4%) or RPI (3.3%) rounded up to the nearest 5p, 10p etc., with effect from 1st April 2019
2. To approve proposed increases above CPI 2.4% for the following areas;
 - Meals for Social Care Clients
 - Parental Engagement and Support
 - Parking
 - Environmental Commercial Services
 - Local Land Charges
 - Registration of Births, Deaths & Marriages
 - Idea Store and Idea Store Learning
3. To approve New Charges proposed in the following areas;
 - Sports & Physical Activity - Duke of Edinburgh's Award
 - Parking - permits relating to diesel surcharge
 - Environmental Commercial Services - food safety re-inspection
 - Strategic Planning – CADAP fee
 - Development Management – pre-application advice
 - Infrastructure Planning – development viability
 - Street naming and numbering
 - Idea Store (Local History Library & Archives) - image reproduction
4. To consider the detailed list of proposed changes within
 - Health, Adults & Community as set out in Section 3.2 of the report and Appendix 1 to the report.
 - Children's Services as set out in Section 3.3 of the report and Appendix 2 to the report.
 - Place as set out in Section 3.4 of the report and Appendix 3 to the report.
 - Governance as set out in Section 3.5 of the report and Appendix 4 to the report.
 - Resources as set out in Section 3.6 of the report and Appendix 5 to the report.
5. To note the revised Statutory fees and charges as set out in Appendix 6 to the report with effect from 1st April 2019.

6. To note the Equalities Impact Assessment/specific equalities considerations as set out in Section 4 of the report.

6.3 Adopt London East - Regional Adoption Agency – Business case

Councillor Danny Hassell, Cabinet Member for Children, Schools and Young People introduced the report. He explained that the government had mandated a move towards regional adoption agencies and this report therefore presented proposals to go into a regional agency with neighbouring authorities. The business case had been re-examined since Waltham Forest had withdrawn from the partnership and it was still considered a viable proposition. It should be noted that medium term savings were predicated on a number of changes including a reduction in inter agency fees and the reduced cost of placements.

John McLoughlin, UNISON Branch Secretary, made a presentation to the meeting. He noted a number of points including:

- That this was a government requirement but that there was local control on how the changes were undertaken.
- Care was needed on the business case.
- It was important to protect the terms and conditions of staff. TUPE rules must be protected but there were concerns the report implied this would not be the case due to the potential relocation.

The **Mayor** considered the issues raised and noted the Pre-Decision Scrutiny Questions and officer responses. In particular he noted that the recommendations did state that staff consultation would be taking place. He proposed an amendment to the recommendations to require that he and the Lead Member be consulted before the TUPE process or staff consultation exercise began. With that change, he **agreed** the recommendations as set out.

RESOLVED

1. To agree and sign off the Tower Hamlet's specific content in the Adopt London East Business case, specifically:
 - a. Agree to contribute the current adoption services budget for Tower Hamlets and a one-off transitional payment of £42,684 to cover additional costs, as laid out in the financial section to fund the RAA in year 1. Budgets will be reviewed and agreed annually from year 2 onwards in consultation with the RAA partnership board
 - b. Subject to consultation with the Mayor and Lead Member for Children, Schools and Young People, agree the TUPE transfer of staff in scope on or before 1st July 2019 and undertake a consultation with staff impacted by the transfer of the service. NB – The specifics of the transfer process will be undertaken in consultation with both staff and trade unions to ensure that the transfer does not negatively affect terms and conditions of employment

- c. Agree the other overarching principles in the document. The partnership will use these principles to design the necessary functions of the RAA between now and the go-live date.
 - d. Authorise the Corporate Director, Children and Culture to enter into all relevant agreements and other documentation in order to facilitate the Council's involvement in the RAA as referred to in this report.
2. To note that an Equalities Impact Assessment is being undertaken in respect of the impact across all of the local authorities involved as set out in the business case.

6.4 An Integrated Information and Advice Plan for Tower Hamlets

Councillor Denise Jones, Cabinet Member for Adults, Health and Wellbeing, introduced the report. She explained that the recommendations were asking for an extension to the existing contract on advice and advocacy for health and social care to better align its end date with the Clinical Commissioning Group and thus allow a full review and redesign of the information and advice service across the Council, CCG and partner organisations.

The **Mayor** noted the Pre-Decision Scrutiny Questions and Officer responses welcomed the report and agreed the recommendation as set out.

RESOLVED

1. To agree the recommendation in this paper and authorise an eight month extension for the Information, Advice and Advocacy contract (AHWB4183) to align the end date with other commissioned services, and in doing so, allow for an appraisal and re-design of the various information and advice services in the borough to inform a new integrated information model and offer.

6.5 Grant of a lease for first floor of Bethnal Green Library, Cambridge Heath Road E2 0HL

The **Mayor** introduced the report proposing the granting of a lease for use of the first floor of Bethnal Green Library. He welcomed the refurbishment of the site and noted the community focus of the proposed user of the site and the potential benefit to the bio-science research community in this area. He noted the exempt appendix and **agreed** the recommendations as set out.

RESOLVED

1. To agree to the grant of a 7 year lease to Barts NHS Trust for the rent commencing at £60,000 pa.
2. To delegate to the Acting Corporate Director of Place in liaison with the Corporate Director Governance, authority to enter into any detailed negotiations and to enter into the legal documentation in order to give effect to the decision.
3. To note the Equalities Impact Assessment / specific equalities considerations as set out in Paragraph 4.1 of the report.

7. ANY OTHER UNRESTRICTED BUSINESS CONSIDERED TO BE URGENT

Nil items.

8. EXCLUSION OF THE PRESS AND PUBLIC

Nil items.

9. EXEMPT / CONFIDENTIAL MINUTES

Nil items.

10. OVERVIEW & SCRUTINY COMMITTEE

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

Nil items.

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

Nil items.


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

Nil items.

The meeting ended at 6.42 p.m.

MAYOR JOHN BIGGS

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<p>Cabinet 27 February 2019</p> <p>General Purposes Committee 26 February 2019</p>	 TOWER HAMLETS
<p>Report of: Asmat Hussain, Corporate Director, Governance and Monitoring Officer</p>	<p>Classification: Unrestricted</p>
<p>Spitalfields Community Governance Review – Draft Recommendations</p>	

Originating Officer(s)	Matthew Mannion, Committee Services Manager Steve Morton, Senior Strategy, Policy and Performance Officer
Wards affected	Spitalfields & Banglatown and Weavers Wards

Executive Summary

Following receipt of a valid petition requesting a Town Council be established in the Spitalfields area of the borough, a first stage consultation has taken place on the proposals set out in the petition. The first stage consultation closed on 31 December 2018.

The responses to the first stage consultation have now been analysed and this, along with research undertaken by officers has resulted in the preparation of Draft Recommendations in respect of the community governance arrangements in this part of the borough.

This report seeks the views of the Cabinet and General Purposes Committee, in representing the Executive and Non-Executive branches of the Council, on the draft recommendations before the Chief Executive takes a final decision. The final agreed Draft Recommendations will be put out to a second stage consultation exercise from Monday 4 March to Sunday 26 May 2019, a period of twelve weeks.

Once the second stage consultation is completed, Final Recommendations will be prepared for presentation to Council in July 2019 for a final decision.

Recommendations:

The Mayor in Cabinet / General Purposes Committee is recommended to:

1. Review and comment on the Community Governance Review Draft Recommendations, summary consultation responses and second stage consultation information set out in Appendix 1.
2. Review and note the full first stage consultation analysis in Appendix 2.
3. Review and note the equality analysis set out in Appendix 3.
4. Review and comment on the updated Terms of Reference set out in Appendix 4.

1. REASONS FOR THE DECISIONS

- 1.1 Following receipt of a valid petition the Council is required to undertake a Community Governance Review. This report presents draft recommendations on the review following the first stage consultation.

2. ALTERNATIVE OPTIONS

- 2.1 This report is presented for consultation and alternative options to the draft recommendations could be proposed.

3. DETAILS OF THE REPORT

- 3.1 The power to establish Parish Councils within London was re-established by the Local Government and Public Involvement in Health Act 2007. Local authorities can consider whether it would be in the local interest to establish parish councils through a Community Governance Review (CGR).
- 3.2 A CGR can be triggered by the receipt of a valid petition from a specific area requesting that such a review be undertaken. The Council received such a petition on 23 July 2018. Following receipt of that petition, the Council began the process of conducting a Community Governance Review. A report was presented to Cabinet on 26 September 2018 and, following further discussion, a 1st Stage Consultation on the proposals was conducted. This completed on 31 December 2018.
- 3.3 Summary information on the 1st stage consultation and the responses received is set out in Appendix 1 to this report alongside the draft recommendations. A full consultation analysis is set out in Appendix 2.

Preparation of Draft Recommendations

- 3.4 Officers have analysed the responses to the consultation and undertaken separate research into the community governance options that could be proposed. Appendix 1 sets this out in more detail and provides the proposed Draft Recommendations. In addition, Appendix 3 sets out the Equalities Impact Assessment in relation to the draft recommendations.
- 3.5 Members are requested to review this document and comment where appropriate. Any comments received will be considered by the Chief Executive before he takes the decision to finalise the Draft Recommendations and begin the second stage consultation.

Second Stage Consultation – further information

- 3.6 In addition to the draft recommendations, Appendix 1 also sets out some information on the consultation planning for the second stage consultation.

Process and Timeline

- 3.7 At the commencement of the first stage of the CGR consultation, the review's Terms of Reference set out a timetable for the whole CGR process. Following a request from campaigners to alter the initial proposals, this included a twelve week first stage consultation, followed by an eight week second stage consultation.
- 3.8 The above change was seen as useful in providing an extended first stage consultation to enable a wide range of views to be sought. Officers now recommend a twelve week second stage consultation on the Council's draft recommendations. The timetable has therefore been adjusted to take this into account. The revised timetable does reduce the amount of time available to process the results of the review but on balance is seen as the best use of the time available.
- 3.9 The proposed updated Terms of Reference (timetable) is set out in Appendix 4 to this report.

4. EQUALITIES IMPLICATIONS

- 4.1 The CGR will be undertaken taking account the Council's approach to equality analysis in order to comply with the general equality duty in the Equality Act 2010. In drafting recommendations, the Council will need to take account of the impact of any proposals on people with protected characteristics. The Council and Cabinet reports setting out any draft or final recommendations following the review will set out the relevant equalities information to inform those final decisions.

5. OTHER STATUTORY IMPLICATIONS

5.1 This section of the report is used to highlight further specific statutory implications that are either not covered in the main body of the report or are required to be highlighted to ensure decision makers give them proper consideration. Examples of other implications may be:

- Best Value Implications,
- Consultations,
- Environmental (including air quality),
- Risk Management,
- Crime Reduction,
- Safeguarding.

5.2 The regulations require that the Council must conclude its review with a period of twelve months starting on the day on which the council received the CGR application. The timetable is concluded when the council publishes the final recommendations made in the review. Government guidance is that the same timetable is applicable to the consequential matters that emerge in a review.

6. COMMENTS OF THE CHIEF FINANCE OFFICER

6.1 It is estimated that the cost of the full CGR will be in the region of £15k-£20k and this can be contained within existing directorate budgets. Any Council officer time to support this process will also be contained within existing staffing budgets.

6.2 In addition, should the establishment of a Parish Council be agreed at the end of the process, any additional costs associated with the establishment process would need to be approved through the Council's financial approval process.

7. COMMENTS OF LEGAL SERVICES

7.1 1. Section 83 of the Local Government & Public Involvement in Health Act 2007 (the 2007 Act) requires the Council to respond to a valid community governance petition and undertake a Community Governance Review (CGR) with terms of reference that allow for the petition to be considered.

7.2 Section 81 of the 2007 Act requires the Council to adopt and publish terms of reference for conducting the CGR and which must specify the area under review. Section 79(2) provides that the CGR must be conducted in accordance with the Act and the terms of reference adopted for the CGR by the Council.

7.3 Section 100 of the 2007 Act provides that the Council must have regard to guidance issued by the Secretary of State and the Local Government Boundary Commission for England in conducting the CGR. Section 93 provides that the CGR must be completed within 12 months and the

commencement date is defined as the day on which the Council receives a valid community governance petition.

- 7.4 Section 93 of the 2007 Act also sets out the duties the Council must comply with when undertaking a CGR. The Council must consult with local government electors for the area under review and any other person or body (including a local authority) which appears to have an interest in the review. In carrying out the CGR the Council must also have regard to the need to secure that community governance within the area under review reflects the identities and interests of the community in that area and that the community governance is effective and convenient. In addition, in deciding what recommendations to make the Council must take into account any other arrangements that have already been (or could be) made for the purposes of community representation or community engagement in respect of the area under review. More generally, the Council must take into account any representations received in connection with the review.
- 7.5 Under Part 3.1.1.6 of the Council's Constitution functions relating to community governance are delegated to the Chief Executive.

Linked Reports, Appendices and Background Documents

Linked Report

- None

Appendices

- Appendix 1 – Draft Recommendations for the CGR and summary consultation analysis
- Appendix 2 – First Stage Consultation detailed response analysis (to follow)
- Appendix 3 – Equality Analysis (to follow)
- Appendix 4 – Amended Terms of Reference for the CGR

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

- None.

Officer contact details for documents:

N/A

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**London Borough of Tower Hamlets community governance
review**

Initial analysis and draft recommendations

Published Tuesday 19 February 2019

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Introduction

Tower Hamlets Council received a valid petition on 23 July 2018 from 324 local residents requesting the creation of a new parish council, which they wished to be titled 'Spitalfields Town Council'. The boundaries of the parish proposed in the petition would sit within the two wards of Spitalfields & Banglatown and Weavers.

On receipt of a valid petition the council is required to carry out a community governance review under the provisions of the Local Government and Public Involvement in Health Act 2007. This review is considering whether a new parish should be created. The review covers the area proposed by the petitioners as well as adjacent areas. For the purposes of the review the council has defined adjacent areas as comprising the two wards of Spitalfields & Banglatown and Weavers. The parish boundaries proposed by the petitioners falls within these two wards.

The revised terms of reference for the review extending the phase 2 consultation period to twelve weeks are attached as an appendix to the cover report.

The wording of the petition was as follows:

"We, the undersigned, are electors who live in Spitalfields and believe that Spitalfields should have a Town Council which we hope will be subdivided into at least three electoral wards.

"We ask that Tower Hamlets Council undertake a Community Governance Review in accordance with its duties under Section 83 of the Act. We hope that the outcome of this review leads to the creation of a new local council for Spitalfields to be called Spitalfields Town Council, which would work with Tower Hamlets to represent our community and bring about improvements to our town. We recommend the Town Council area includes Spitalfields Neighbourhood Planning Area and the Former Bishopsgate Goods Yard site (only that part within Tower Hamlets)."

A map showing the boundaries of the parish proposed by the petitioners was presented with the petition. This map is shown in the community governance review terms of reference.

As part of a community governance review the council is required to consult all local government electors in the area covered by the review as well as any other person, organisation or business who has an interest.

Two consultation phases are taking place as part of the review. The first phase ran from 8 October 2018 and closed on 31 December 2018. This sought views on the proposals in the petition. This report summarises the feedback the council received from the first phase of the consultation, clarifies the options available and presents the council's draft recommendations for consultation.

The second stage of consultation, on the council's draft recommendations, will take place from 4 March to 26 May 2019. Local government electors as well as any other person, organisation or business that has an interest in the review will be able to respond to the council's draft recommendations.

A final decision will be made by the council in July 2019.

Phase 1 consultation summary

Consultation methods

Phase 1 of the community governance review consultation sought views on the petitioners' proposal from local government electors in the two wards of Spitalfields & Banglatown and Weavers as well as any other person, organisation or business that appeared to have an interest in the review.

The council stated that its preferred means for people to respond to the consultation was on its website through an online questionnaire. Additionally, a designated email address was advertised, allowing respondents to request a paper copy questionnaire or any additional information or support they needed to help inform them of the process and how to respond.

Supporting information on the council website included terms of reference for the review, the phase 1 consultation document and a detailed map of the parish boundaries proposed by the petitioners. At the request of the Spitalfields & Banglatown Town Council Campaign, the council also added a link to the National Association of Local Councils' booklet 'All About Local Councils'.

The council wrote to all households in the two wards under review drawing their attention to the community governance review and informing them how they could respond. Emails and letters were also sent to resident associations and community groups in the area, Third Sector organisations, all councillors, local MPs, neighbouring boroughs, the GLA and others.

To ensure that the consultation would reach a wide cross section of the community a decision was taken to use community researchers employed by the council. They conducted outreach to raise awareness of the consultation and to encourage people to complete the questionnaire online. They distributed posters and fliers in both English and Bengali. The community researchers also supported nineteen people to complete a questionnaire. During the consultation period a review of demographic information showed lower than expected response rates from women and people of Bangladeshi ethnicity. The community researchers were tasked with developing strategies for increasing responses from these two groups. This included outreach at places of worship and local schools.

Consultation questions:

In order to ascertain views on the petitioners' proposals the council asked the following questions:

1. Do you support the proposal to create a parish council ('Town Council') for the Spitalfields area? Please give the reasons for your response.
2. Do you support the proposed boundaries for the parish council ('Town Council'). Please give the reasons for your response.
3. If a parish council is created, the petitioners propose that it is called 'Spitalfields Town Council'. What do you think?
4. If a parish council is created, the petitioners propose that it is divided into at least three electoral wards. What do you think?

Consultation responses

In all, 892 valid responses were received. Of these 515 were received via the survey on the council website. A further 377 responses were received on paper (19 questionnaires from community researchers employed by the council, 358 from questionnaires handed in at the council reception).

A full analysis of the phase 1 consultation responses can be found on the council website at

www.towerhamlets.gov.uk/lgnl/council_and_democracy/consultations.

This section summarises the key findings of that report.

Of all responses received 75% were against the proposal to create a parish council, with 25% supporting the proposal. A majority from all areas opposed the proposal but opposition was particularly strong in areas outside the boundary proposed by the petitioners. Of those living within the proposed parish boundary 39% supported the proposal to create a parish council and 61% were against.

There are differences in the level of support for the proposal based on the response channels used. All but one of the paper responses oppose the creation of a parish. This contrasts with the online responses, where two in five support a new parish. All the responses handed in at the council reception oppose the creation of a parish council. The council understands that these were collected and submitted by campaigners against the proposals in the petition. The council is aware that there are groups campaigning actively both for and against the proposal to create a parish council.

The reasons given for opposition vary greatly. Almost a quarter (24%) are worried that the creation of a parish council will divide the local community. Respondents also have financial concerns in terms of having to pay more taxes (18%). Others were concerned that the proposal would divide wealthy areas from more deprived areas (15%).

The majority of respondents oppose the boundary proposed by the petitioners (80%). This indicates that even amongst some who support the proposal in general there are issues with the proposed boundary. Again the level of opposition varies by location, with marginally more support for the boundaries,

amongst those located in the area proposed by the petitioners (35%). The reasons why respondents oppose these boundaries vary. Almost a quarter oppose the proposals in general and so oppose the boundaries (23%). Similarly, approximately one in five oppose the boundaries because they believe it will divide communities (23%).

About three out of five (59%) of respondents do not agree with naming the parish council 'Spitalfields Town Council'. Just over half of those who responded online disagree with the name (51%) compared with 78% of those who responded in other ways.

There was no overall consensus on proposals for electoral arrangements. About one in five (21%) agree with that there should at least three electoral wards, while 45% disagree.

Key considerations

Identity and interests of the community in the area

When considering a proposal to create a new parish a principal council must consider whether the proposal is reflective of the identities and interests of the community in that area.¹ Parishes should reflect distinctive and recognisable communities of interest, with their own sense of identity. The feeling of local community and the wishes of local inhabitants are key considerations that a principal council needs to take into account.²

In a borough like Tower Hamlets, there may well be a variety of different communities of interest; for example, representing age, gender, ethnicity, faith or life-style groups. There are other communities with specific interests in schools, hospitals or in leisure pursuits. Any number of communities of interest may flourish in an area but they do not necessarily centre on a specific place or help to define it.

Spitalfields as a place name has appeared in records since the Middle Ages. The area is recognised as a distinct identifiable place in the council's Local Development Framework 2010. Government guidance states that boundaries should reflect the 'no-man's land' between communities represented by areas of low population or barriers such as rivers, roads or railways. They need to be, and be likely to remain, easily identifiable.³ In a densely populated urban area like Tower Hamlets there are not always such clear physical boundaries between communities.

Government guidance also suggests that principal councils consider the impact on community cohesion of community governance arrangements.⁴ Cohesion issues are connected to the way people perceive how their local community is composed and what it represents, and the creation of parishes

¹ Local Government & Public Involvement in Health Act 2007 93(4)

² Guidance on Community Governance Reviews. DCLG 2010 s.59

³ Guidance on Community Governance Reviews. DCLG 2010 s.83

⁴ Guidance on Community Governance Reviews. DCLG 2010 s.67

and parish councils may contribute to improving community cohesion. However, the guidance specifically asks principal councils to consider whether a recommendation made by petitioners will undermine community cohesion in any part of its area.⁵

Community governance arrangements should reflect, and be sufficiently representative of, people living across the whole community and not just a discrete cross-section or small part of it. A principal council is further advised not to make a decision to create a parish and a parish council which reflects community identities and interests in the area and at the same time threatens community cohesion. Principal councils may decline to set up such community governance arrangements where they judge that to do so would not be in the interests of either the local community or surrounding communities, and where the effect would be likely to damage community cohesion.⁶

Effective and convenient local governance

Legislation requires a principal council to consider whether a parish council would be an effective and convenient form of local governance. The government has stated that by 'effective and convenient' it means that a parish council is able to deliver quality services economically and efficiently, and give users of services a democratic voice in the decisions that affect them.⁷

Clarifying the role of a parish council

We want people to clearly understand what a parish council is, what it can do and the implications of setting one up. This section restates some of the facts about the functions of a parish council contained within the phase 1 consultation document. It also corrects some of the misconceptions that arose during the first phase of the consultation.

The functions of parish councils

A parish council operates at a local level below the principal council, in this case Tower Hamlets Council. A parish council can also be called 'community council', 'neighbourhood council', 'village council', or 'town council'. The universal term is 'local council'. They all operate within the same legal framework. Parish councils are the lowest tier of local government. They are not linked to any religion or religious institution.

A parish council is a democratically elected, additional and legally independent tier of local government with its own councillors, which can provide a range of local services within a defined area. A parish council is not a replacement for a principal council and will not deliver complete independence and autonomy for an area.

⁵ Guidance on Community Governance Reviews. DCLG 2010 s.75

⁶ Guidance on Community Governance Reviews. DCLG 2010 s.74

⁷ Guidance on Community Governance Reviews. DCLG 2010 s.62

Parish councils' activities fall into three main categories: representing the local community; delivering services to meet local needs; and striving to improve quality of life and community well-being.

Parish councils are not tasked with statutory responsibilities relating to the provision of housing, social care, education and waste collection. They are a statutory consultee in relation to planning but they are not a planning authority.

They have the option to exercise a variety of powers and duties, including the delivery of a small number of specific local services that add to those provided by the principal council including allotments, bridleways, burial grounds, bus shelters, car parks, commons and open spaces, community transport schemes, community safety and crime reduction measures, events and festivals, footpaths, leisure and sports facilities, litter bins, public toilets, street cleaning and lighting, tourism activities, traffic calming measures, village greens and youth projects.

A parish council can choose not to deliver any services and instead act purely as a means of influencing local service provision made by the principal council or other partners such as the police. Alternatively, a parish council can provide additional services to those provided by the principal council such as the provision of car parking with the consent of the principal council.

When a parish council is formed it can enter into discussions with the principal council (e.g. Tower Hamlets Council) about the transfer of services, budgets and assets within the service areas listed above. However this is subject to mutual agreement and securing "best value" by law.

The Localism Act 2011 enables parish councils and others to express an interest in running a local authority service. This is called the community right to challenge (CRC). Exceptions to this are services that are excluded by legislation (e.g. packages of services for health and social care for named individuals). The CRC relates to 'relevant services' and not functions. Principal councils must consider an expression of interest to run a local authority service submitted by a parish council or other relevant group. There are various reasons why an expression of interest can be rejected or modified, but if it is accepted, the authority must carry out a procurement exercise. There is no guarantee that the eventual provider of the service would be the organisation that launched the expression of interest. Parish councils can also exercise the community right to bid to purchase assets of community value if they come up for sale, for example a pub, shop or community hall.

The Localism Act 2011 also created a new process for neighbourhood planning, which enables parish councils, as well as neighbourhood forums, to work with the principal council (the planning authority) to create a plan for their area. The plan sets out policies and priorities for the physical development of the area and must be in accordance with the local development plan approved by the planning authority and the secretary of state.

Guidance on neighbourhood planning in Tower Hamlets can be found on the council's website at:

www.towerhamlets.gov.uk/ignl/planning_and_building_control

More information about parish councils can be found online:

www.gov.uk/government/get-involved/take-part/set-up-a-town-or-parish-council

www.nalc.gov.uk/our-work/create-a-council

Financing a parish council

It is important that residents are clear about the potential costs of a parish council and the likely cost to council tax payers within a parish. Parish councils are funded principally through an annual precept, an additional council tax levied on eligible individuals. This is set by the principal council in the first year and then by the parish council itself once elected. Nationally, the average Band D precept charged by a parish or charter trustee for 2018-19 will be £64.05, an increase of £3.02, or 4.9%, from 2017-18.⁸

[FOLLOWING INFORMATION WILL BE PREPARED FOR ALL OPTIONS – INITIAL EXAMPLE PRESENTED FOR OPTION 1]

The tax base for a parish council in the area shown on the map as option 1 is estimated at 3,277 Band D equivalent properties. At the national average of a £64.05 precept, the estimated total precept for a parish council in this area would be in the region of £209,891.

A parish can also be funded through income generated through, for example, car parks or markets. A parish council would also be eligible for a portion (15-25%) of the Community Infrastructure Levy collected in the area. Parish councils do not receive any contributions from business rates.

Parish councils have to consider the scope of service delivery they propose, any income that can be generated, the tax base and the precept they wish to charge. This funding supports the governance and administration of the parish council and the additional services it provides. All councils have costs related to the actual functions of running a council. In the case of a parish council such costs include democratic, management, civic and central administrative expenses.

[BENCHMARKING INFORMATION SECTION TO BE ADDED HERE FOR PUBLISHED VERSION.]

⁸

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/700668/Council_tax_levels_set_by_local_authorities_in_England_2018-19_revised.pdf

Options appraisal

The council is mindful of its duty to have regard to the need to secure that community governance within the area under review:

- a) reflects the identities and interests of the community in that area, and
- b) is effective and convenient⁹¹⁰

Relevant considerations which influence judgements against these two principal criteria include the impact on community cohesion, and the size, population and boundaries of the proposed area.

Where a principal council has conducted a review following receipt of a petition, it will remain open to the council to make a recommendation which is different to the recommendation the petitioners wished the review to make.¹¹ This could be different boundaries, electoral arrangements or a different name from those set out in the petition.

After considering responses to the first phase of consultation the council believes that there are four broad options for community governance in the Spitalfields area.

a) *Adopt the petitioners' proposals in full*

This would entail the creation of a new parish along the boundaries set out in the petition, with a parish council established. It would also involve the establishment of a number of wards with up to three councillors elected for each of those wards. The council is unable to give the new parish council the style 'Town Council'. This would be a matter for the parish council, if it were to be established.

The council will not be including the boundary set out in the petition for further consultation. At this stage the council is of the view that the original boundary proposal could have a potentially negative impact on community cohesion. The parish area proposed is significantly less deprived than neighbourhoods to the south, east and north of the proposed parish boundary, potentially dividing more affluent communities from their less affluent neighbours.

b) *Create a parish council but with modifications to the proposals made in the petition*

While the council is not persuaded at this stage that the creation of a parish would be in the interest of the local community or a suitable for the delivery of services it wishes to consult further on these matters.

⁹ Local Government & Public Involvement in Health Act 2007 93(4)

¹⁰ The government has said that the effectiveness and convenience of local government is best understood in the context of a local authority's ability to deliver quality services economically and efficiently, and give users of services a democratic voice in the decisions that affect them. Guidance on community governance reviews 2010 para 62

¹¹ Guidance on community governance reviews 2010 para 95 [CHECK REF]

At this stage the council believes that if a parish were to be created its boundaries would need to vary from the original proposal in the petition. Any boundary proposal would need to clearly reflect the identities and interests of the community and be effective and convenient in terms of service delivery. Relevant considerations which influence judgements against these two principal criteria include the impact on community cohesion, and the size, population and boundaries of the proposed area.

During phase 1 of the consultation the Spitalfields & Banglatown Town Council Campaign proposed an extension of the boundary of the proposed parish eastwards. The council will consult on a modified version of this boundary proposal, which does not include the Bishopsgate Goods Yard site. This area is shown on the map at Appendix 2 as option 1 for consultation.

The council will not include the former Bishopsgate Goods Yard site in any option for consultation for the following reasons. The site has strategic significance and is shared with the London Borough of Hackney. It abuts onto the area covered by the East Shoreditch Neighbourhood Planning Area which also has an interest. The site is awaiting development and has no residents to consult. The council will keep this area under review and may consider it in a future community governance review if a parish were to be created.

The council will include two further boundary options for consultation in phase 2.

- a boundary following the Spitalfields & Bangaltown ward boundary on the west as far south as the neighbourhood planning area boundary. This boundary is shown on the map at Appendix 2 as option 2 for consultation.
- A possible extension of the above area southwards to the Whitechapel Road.) This area is shown on the map at Appendix 2 as option 3 for consultation.

The map at Appendix 2 shows the parish boundary options that the council will be putting forward for further public consultation. The council considers these boundaries better balance different considerations in respect of community identity, service provision and clear natural boundaries.

Following consultation in phase 1, if a parish were to be created, the council recommends that it should be called 'Spitalfields & Banglatown Parish'.

If a new parish and parish council were to be created, the principal council has a duty to make consequential recommendations covering electoral arrangements for a parish council should one be established. Tower Hamlets Council will follow national guidance on electoral

arrangements including the number of parish council wards and councillors.

c) *Reject the proposal to create a parish council and retain existing governance arrangements*

The council respects the views of the local government electors who signed the original petition which triggered this community governance review. However, it is also mindful that they represent only 8.6% of the electorate within the proposed parish boundary (3784 registered electors). Only 222 responses in favour of the proposal to create a parish were received by the council during phase 1 of the consultation. The council does not regard this level of support as indicating strong local opinion in favour of a parish being established.

At this stage the council believes that the proposal to create a parish is not be reflective of the identity and interests of the community in the area nor would it provide effective and convenient local governance. It has significant concerns about the impact that establishing such a parish would have on community cohesion.

d) *Reject the proposal to create a parish council but instead create or strengthen non-parish forms of community governance.*

The council has a duty to take into account any other arrangements that could be made for the purposes of community engagement or community representation in respect of the area under review.¹² The council is currently reviewing arrangements to strengthen local democratic accountability across the borough. Options under consideration include strengthening neighbourhood management arrangements, area or community forums, or additional support for residents and community associations.

The council's conclusions and recommendations

The council is treating the petition from over three hundred local government electors with the utmost seriousness, as an expression of the wishes of those individuals. However, the council is also mindful of its duty to ensure that the other residents in the area, surrounding areas and the wider borough can have a say.

Following the first phase of consultation and subsequent analysis the council's assessment, prior to the second consultation phase and analysis taking place, is that it is not at this point persuaded that creating a parish would reflect the identities and interests of the community in that area nor be an effective and convenient form of local governance. Our reasons are as follows:

¹² Local Government & Public Involvement in Health Act 2007 93(5)

- i) The council does not believe that there is significant local support for the proposal to create a parish although it recognises that there are committed campaigners both for and against.
- ii) The council acknowledges the historic and current identity of Spitalfields as a place, however it does not believe that the creation of a parish would best reflect the interests of the community in that area. Community identity is diverse and complex with many different interests and needs which have to be balanced.
- iii) The council is particularly concerned that the establishment of a parish could have a negative impact on community cohesion. This was a significant concern expressed by respondents in phase 1 of consultation. The council would welcome views on how these concerns could be addressed.
- iv) The option of a parish council for the Spitalfields area should also be considered alongside the broader needs of the borough. The strength of its many local communities adds up to a bigger community that is more than the sum of its parts. In the council's view all areas of the borough should contribute to its civic life and public services.
- v) The council does not believe that the original proposal by the petitioners would lead to the delivery of effective and efficient local governance in terms of value for money or service provision. The council would welcome views on whether the extended boundaries proposed would address this concern.

The council has set out what it believes are the four broad options:

- a) Adopt the petitioners' proposals in full*
- b) Create a parish council but with modifications to the proposals made in the petition*
- c) Reject the proposal to create a parish council and retain existing governance arrangements*
- d) Reject the proposal to create a parish council but instead create or strengthen non-parish forms of community governance.*

The council remains strongly committed to localism and community engagement within the borough. We acknowledge that the borough cannot and should not be run from one central location and the diversity of the borough and local needs must be reflected in how decisions are made. We are committed to giving local people a greater say over decisions that affect them and an enhanced focus on responding to service users and local communities.

At this stage the council's recommended option is option d). It will be seeking, through consultation and engagement outside the scope of this community

governance review, proposals and ideas for how non parish forms of community governance could be created or strengthened.

The council will also consult further on options b) and d). It acknowledges that parish councils are not a familiar form of local government in London and that information needs to be available to help local people come to a final view on their preferred option.

What happens next?

In this report the council has set out its draft recommendations and the rationale for them. Before it makes a final decision it will consult further on these as required by law.¹³ Phase 2 of the community governance review will take place from 4 March to 26 May 2019.

In accordance with the terms of reference for the review the council will consult on its draft recommendations with all local government electors for the wards of Spitalfields and Banglatown and Weavers, and any other person, organisation or business who appears to have an interest in the review.

The council will write to all those who submitted a response in phase 1 of the consultation inviting them to give their views on the draft recommendations. It will also write to households in the area who did not submit a response inviting them to also contribute to the review. Letters will be accompanied by an FAQ or similar providing factual information about parish councils including their legal status, powers and how they are funded. It will also include information about the likely cost of a parish council to local council tax payers if one were to be established.

A full consultation document will be posted on the council's website and may also be requested by email or post.

An online consultation form will be made available on the council's website. This is the council's preferred method for gathering views for reasons of cost and efficiency. However, the council recognises that this may not be suitable for everyone. It will therefore make the consultation form available for download, or send it by email or post on request. Responses by letter will also be accepted. Individuals may ask for support in making a response if they are unable to do this themselves. The minimum requirement for a paper consultation response to be deemed valid is that a full name, address and signature are provided.

The council will organise a number of information giving events within the area under review. A static information display will be located for viewing in a public place within the area. General communications and targeted publicity about the review will be released throughout the consultation period. The council will concentrate efforts to publicise the consultation within the areas of the proposed boundaries.

¹³ Local Government & Public Involvement in Health Act 2007 93(3)

All information relating to the community governance review will be published on the council's website.

The community governance review will conclude in July 2019 with a final decision made by the council.

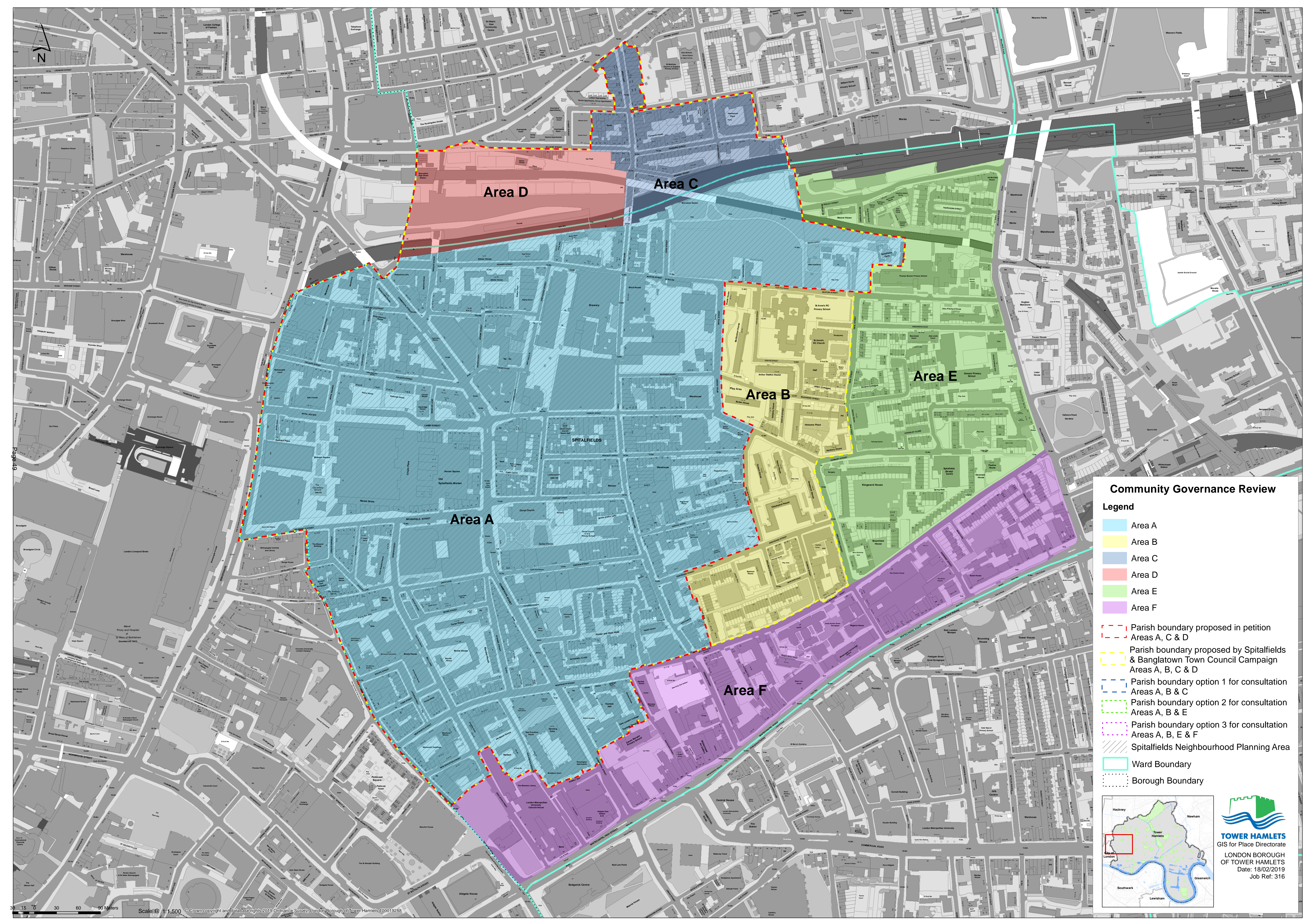
Appendix 1 Community Governance Review terms of reference

[For Cabinet and General Purposes Committee - Please see the separate Appendix to the Cover Report.]

Appendix 2 Boundary maps

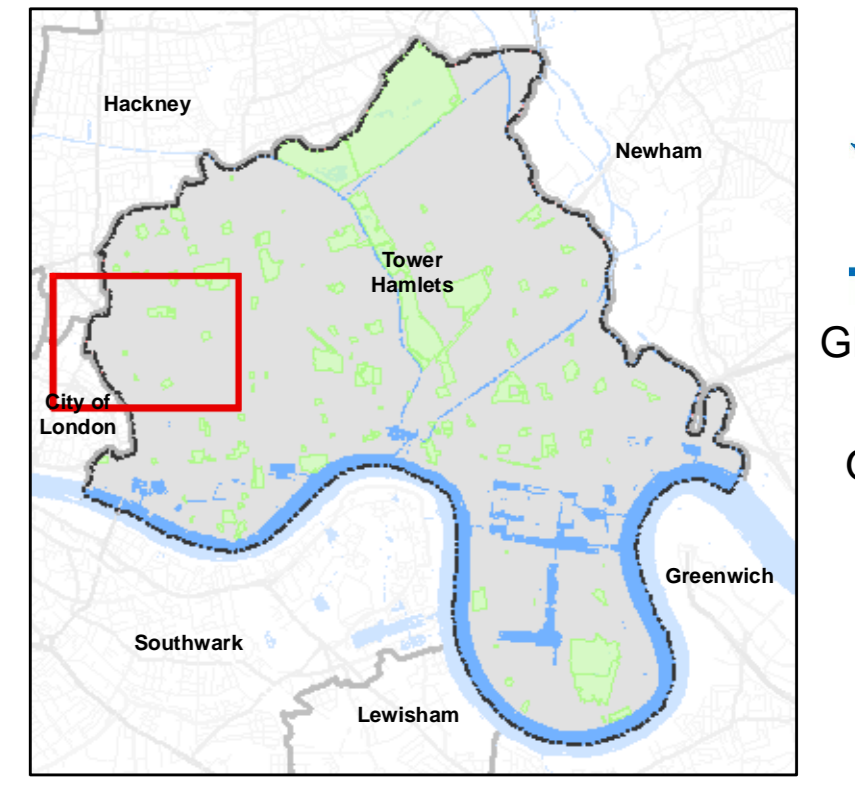
[SEE ATTACHMENT]

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Community Governance Review

- Legend**
- Area A
 - Area B
 - Area C
 - Area D
 - Area E
 - Area F
- Parish boundary proposed in petition
Areas A, C & D
 - Parish boundary proposed by Spitalfields & Banglatown Town Council Campaign
Areas A, B, C & D
 - Parish boundary option 1 for consultation
Areas A, B & C
 - Parish boundary option 2 for consultation
Areas A, B & E
 - Parish boundary option 3 for consultation
Areas A, B, E & F
 - Spitalfields Neighbourhood Planning Area
 - Ward Boundary
 - Borough Boundary



TOWER HAMLETS
 GIS for Place Directorate
 LONDON BOROUGH
 OF TOWER HAMLETS
 Date: 18/02/2019
 Job Ref: 316

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London Borough of Tower Hamlets community governance review

Terms of reference

**Published 8 October 2018
Timetable Updated 1 March 2019**

Introduction

Tower Hamlets Council ('the council') is carrying out a community governance review ('the review') under the provisions of the Local Government and Public Involvement in Health Act 2007 ('the 2007 Act').

The council is required to consider the Government's [guidance on community governance reviews](#). This is to ensure that the review reflects the identities and interests of the community in that area and that any arrangements put in place by the review are effective and convenient. This and other relevant legislation and guidance have been considered in drawing up these terms of reference.¹

Section 81 of the Local Government and Public Involvement in Health Act 2007 requires the council to publish its terms of reference for the review. The legislation also expects the terms of reference to set out clearly the matters on which a community governance review is to focus.

Why is the council undertaking the review?

Tower Hamlets Council has received a valid petition from local residents requesting the creation of a new parish council² under the 2007 Act as detailed below:

"This petition is addressed to Tower Hamlets Council under section 80 of the Local Government and Public Involvement in Health Act 2007.

"We, the undersigned, are electors who live in Spitalfields and believe that Spitalfields should have a Town Council which we hope will be subdivided into at least three electoral wards.

"We ask that Tower Hamlets Council undertake a Community Governance Review in accordance with its duties under section 83 of the Act. We hope that the outcome of the review leads to the creation of a new local council for Spitalfields, to be called "Spitalfields Town Council, which would work with Tower Hamlets to represent our community and bring about improvements to our town. We recommend the Town Council includes Spitalfields Neighbourhood Planning Area and the Former Bishopsgate

¹ In undertaking the review, the council will be guided by Part 4 of the Local Government and Public Involvement in Health Act 2007, the relevant parts of the Local Government Act 1972, guidance on community governance reviews issued in accordance with section 100(4) of the Local Government and Public Involvement in Health Act 2007 by the Department of Communities and Local Government and the Local Government Boundary Commission for England in March 2010, and the following regulations which guide, in particular, consequential matters arising from the Review: Local Government (Parishes and Parish Councils) (England) Regulations 2008 (SI2008/625); Local Government Finance (New Parishes) Regulations 2008 (SI2008/626). (The 2007 Act has transferred powers to the principal councils which previously, under the Local Government Act 1997, had been shared with the Electoral Commission's Boundary Committee for England.)

² References in these terms of reference to a 'parish' should be taken to include a parish which has an alternative style. Legislation allows for that area to be known as a town, community, neighbourhood or village, rather than as a parish.

Goods Yard site (only that part within Tower Hamlets). A detailed map of this area has been sent separately to your officers.

This petition was jointly organised and circulated by Spitalfields Forum, the Spitalfields Society and Spitalfields Community Group.”

The petition was submitted to the council on 23 July 2018. The petition was signed by the required number of local government electors for the area as set out in section 80(3) of the Local Government and Public Involvement Health Act 2007. The council is therefore required to undertake a review in accordance with section 83(2) of the 2007 Act.

What is a community governance review?

Community governance reviews provide the opportunity for councils to review and make changes to community governance within their areas. The recommendations made in a community governance review have two main objectives:

- To improve community engagement and better local democracy
- To enable more effective and convenient delivery of local services.

A community governance review considers one or more of the following:

- Creating, merging, altering or abolishing parish councils
- The naming of and the style of new parish councils
- The electoral arrangements for parish councils (the ordinary year of election; council size; the number of councillors to be elected to the council and warding)
- Grouping or degrouping parish councils.

In this case, the review is considering whether a parish council for the Spitalfields area should be created and the electoral arrangements for that parish council should the proposal be adopted.

Review objectives

The objectives of the review as a whole are as follows:

1. To fulfil the council’s obligations to undertake a community governance review following the receipt of a valid petition. The current guidelines state that we must complete this review within 12 months of the receipt of the petition.
2. To consider whether the creation of a parish council reflects the identities and interests of the community in the area.
3. To ensure that any proposed arrangements provide effective and convenient local government, including viability in the provision of services, the promotion of well-being and community cohesion.
4. To take into account any other arrangements for community representation and engagement in the area that are already in place or that could be made.
5. To consider options for electoral arrangements for the parish council should the proposal to create a parish council be adopted.

Which area is being reviewed?

The area being reviewed includes the area proposed in the petition as well as adjacent areas within the borough. This includes all of Spitalfields and Banglatown ward and Weavers ward.

A map of the area proposed by the petitioners is attached to this document in Appendix 1. The map also shows the boundaries of current council wards.

How will the review take place?

A full timetable is set out in Appendix 2 but in summary the following steps will be followed:

1. Initial general consultation based on this terms of reference (phase 1 consultation).
2. The council considers the responses and prepares draft recommendations.
3. The draft recommendations are presented for consultation (phase 2 consultation).
4. The council prepares final recommendations, which are considered at a council meeting.

Who will be consulted in the review?

Tower Hamlets Council is responsible for conducting the review. The council will consult with all local government electors for the wards of Spitalfields and Banglatown and Weavers, and any other person, organisation or business who appears to have an interest in the review.

How will the consultation be conducted?

The council will write to all local government electors in the area informing them of the review and asking for their views on the proposals in the petition (phase 1 consultation). It will also write to organisations and businesses that appear to have an interest in the review. Information will be made available on the council website, social media, press releases and displayed in public venues in the area affected where possible. The council will employ community researchers to reach out to residents who may not be able to submit a written response. Following this initial phase of consultation, the council will prepare and publish draft recommendations and the reasons for making them. There will be a further period of consultation (phase 2) on the draft recommendations before final proposals are agreed by the council.

All information relating to the community governance review will be published on the council's website.

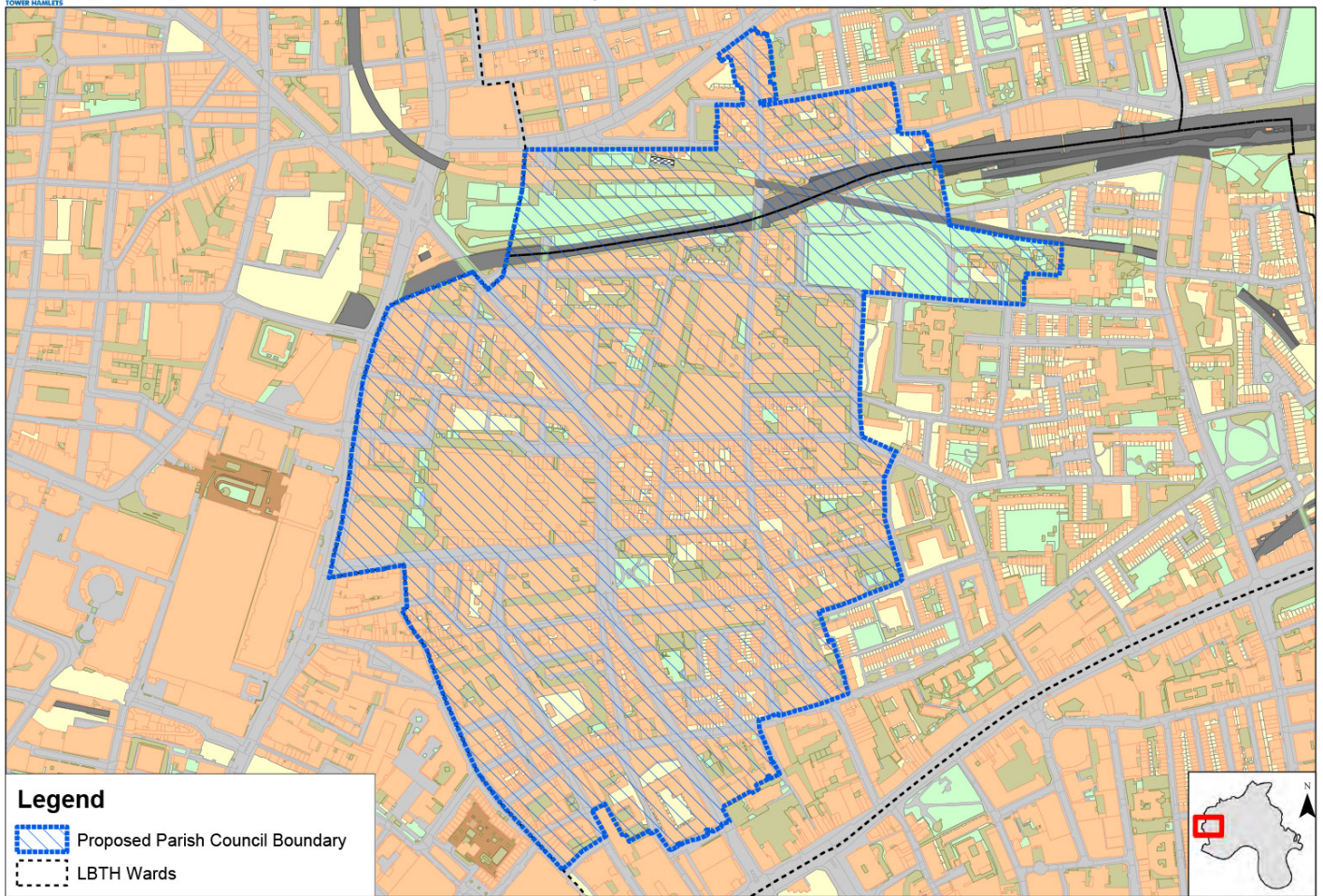
Consultation responses will also be published on the council's website. All personal information will be removed.

The review timetable is detailed in Appendix 2.

Appendix 1 – the petition proposed area



Spitalfields




Appendix 2 Timetable for the review Updated 1 March 2019

Publication of these terms of reference formally begins the community governance review. The review must be completed within twelve months of the receipt of a valid petition.

Stage	What happens?	Timescales	Dates
Initiation	Valid petition received	Milestone	23 July 2018
Preparing for the review	Project planning Preparation of terms of reference	Eight weeks	1 August – 30 September
Review begins	Terms of reference published	Milestone	8 October 2018
Consultation phase 1	Initial submissions are invited	Twelve weeks	8 October – 31 December 2018
Review phase 1	Consideration of submissions received Draft recommendations are prepared	Ten weeks	1 January 2019 – 1 March 2019
Draft recommendations	Draft recommendations published	Milestone	4 March 2019
Consultation phase 2	Consultation on draft recommendations	Twelve weeks	4 March 2019 – 27 May 2019
Review phase 2	Consideration of submissions received Final recommendations prepared and agreed by council	Seven weeks	28 May 2019 – 17 July 2019
Conclusion of review	Final recommendations are published – concluding the review	Milestone	19 July 2019
Implementation	Council resolves to make a Reorganisation Order if required	Milestone	July / August 2019

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<p>Cabinet</p> <p>27 February 2019</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Debbie Jones, Corporate Director, Children and Culture</p>	<p>Classification: Unrestricted</p>
<p>Determination of School Admission Arrangements for 2020/21</p>	

Lead Member	Councillor Danny Hassell, Cabinet Member for Children, Schools and Young People
Originating Officer(s)	Terry Bryan, Head of Pupil Services and School Sufficiency
Wards affected	All wards
Key Decision?	Yes
Forward Plan Notice Published	22 January 2019
Reason for Key Decision	To be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the relevant local authority.
Strategic Plan Priority / Outcome	Children and young people are protected so they get the best start in life and can realise their potential

Executive Summary

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

This report also provides a brief update on school place planning following the report on 28 November 2018.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Agree the oversubscription criteria for admission to Community Nursery Schools/Classes in 2020/21, as set out in Appendix 1, noting the inclusion of priority for the children of staff in Tower Hamlets community schools.
2. Agree the oversubscription criteria for admission to Community Primary Schools in 2020/21, as set out in Appendix 2.
3. Agree the oversubscription criteria for admission to Community Secondary Schools in 2020/21 as set out in Appendix 3.

4. Agree the schemes for co-ordinating admissions to the Reception Year and Year 7 for 2020/21, as set out in Appendix 4.
5. Agree the scheme for co-ordinating 'In-Year' Admissions for 2020/21, as set out in Appendix 5.
6. Agree the planned admission number for each school in Tower Hamlets in 2019/20, as set out in Appendix 6, noting the change in numbers at Elizabeth Selby Infants, Lawdale Juniors and Bow Secondary (detailed in Appendix 7 and 8).
7. Agree the proposal to increase school places through the development of a new primary school at Millharbour.

1. REASONS FOR THE DECISIONS

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

2. ALTERNATIVE OPTIONS

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

3. DETAILS OF THE REPORT

- 3.1 A Local Authority must consult the public on its school admission arrangements if it wants to propose changes and at least once every 7 years even if there are no proposed changes. Tower Hamlets consults on its arrangements every year. This is to ensure transparency and openness on the contents of our arrangements and to give parents and the wider community opportunity to make informed representation, which can then be considered as part of the determination of the arrangements. An annual consultation is particularly important to those who might not have previously been interested in school admission arrangements, perhaps because they did not yet have a child approaching school age.
- 3.2 A public consultation commenced on 5th November 2018 and concluded on 4th January 2019. An analysis of the responses is included as Appendix 9 to this Cabinet report. The Tower Hamlets School Admission Forum, representative of schools, parents, community organisations and other key stakeholders in the admission process discussed and agreed the proposals at its meeting on the 4th December 2018.

Church, Academy and Free Schools

- 3.3 Church, Academy and Free Schools are responsible for determining their own admissions policies. They will therefore consult separately and especially when changes are being proposed. Although these schools decide on their own admissions they must participate in the Local Authority's determined arrangements for co-ordinating admissions for entry to primary and secondary school as set out in paragraphs 3.18 – 3.20 below.

Nursery Admissions Arrangements (Appendix 1)

- 3.4 The LA has a central system for co-ordinating admissions to nursery schools and nursery classes. This scheme enables parents to apply online for a nursery place at a Tower Hamlets community nursery school, a nursery class or Early Years Unit attached to a community primary school. These schools offer a mixture of part-time and full-time places for children aged 3 to 5 (inclusive).
- 3.5 There is a proposal to change the existing oversubscription criteria for admission to community nursery schools and classes. This change is for an oversubscription criterion to be added giving priority to children of staff, after children who are admitted under the sibling criterion. To qualify, staff must have been employed at the school for two or more years or who have been recruited to fill a vacancy for which there is a demonstrable skill shortage. Priority will be limited to one place for each nursery class.
- 3.6 This change is intended to assist schools in recruiting and retaining staff. It also brings the nursery admissions arrangements in line with those already established for community primary and secondary schools.

- 3.7 This proposal is supported by the Tower Hamlets School Admission Forum and has had positive responses in the public consultation. Out of a total of 38 individual responses, 30 (79%) supported the proposal. Those who wrote additional feedback said this was because the proposal would improve staff recruitment and retention, which would then improve educational standards. A full analysis of the consultation results is provided in Appendix 9.
- 3.8 The Council has previously undertaken an Equalities Impact Assessment to determine whether the proposed change might significantly impact protected groups and what steps if any could be taken to lessen its impact. This was balanced against the impact of the oversubscription criterion as it currently exists against these protected groups. The findings from the Equalities Impact Assessment were that the proposed change was unlikely to have a discriminatory or detrimental impact on any protected groups of service users. All opportunities to promote equality and prevent discrimination had been taken. The report is attached as Appendix 10 to this report.
- 3.9 Given the benefits of this policy and the support received by respondents to the consultation, Cabinet is recommended to agree the oversubscription criteria for admission to Community Nursery Schools/Classes in 2020/21, as set out in Appendix 1.

Primary School Admission Arrangements (Appendix 2)

- 3.10 There are no proposed changes to the existing admissions policy and oversubscription criteria for admission to community primary schools for the 2020/21 school year.
- 3.11 The primary school catchment system continues to ensure positive outcomes for Tower Hamlets residents with a high proportion of children gaining a place at a nearby primary school. The percentage of Tower Hamlets children securing a place at one of their parent's top three preferences has remained above the London average, as shown in the table below:

School Year	% of LBTH children securing a place at one of their top three preferences of primary school	London Average
2016/17	96.5%	94.4%
2017/18	96.4%	95.7%
2018/19	96.5%	96.1%

- 3.12 In order to ensure that these results remain positive, there will be a need for periodic modifications to primary school catchment areas, based on projected future changes in the pupil population and the Council's plans to reorganise its primary school provision in parts of the borough.
- 3.13 As no changes have been proposed for the 2020/21 school year, there were limited comments on the oversubscription criteria for primary school admissions. The majority of respondents agreed that the criteria were fair and

reasonable. A full analysis of the consultation results is provided in Appendix 9.

Secondary School Admission Arrangements (Appendix 3)

- 3.14 There are no proposed changes to the existing admissions policy and oversubscription criteria for admission to community secondary schools for the 2020/21 school year.
- 3.15 The outcomes for children starting secondary school remain positive and continue to exceed the London average with the percentage of Tower Hamlets children securing a place at one of their top three preferences for the past three years shown in the table below:

School Year	% of LBTH children securing a place at one of their top three preferences of secondary school	London Average
2016/17	93.5%	89.1%
2017/18	91.3%	88.7%
2018/19	91.2%	87.3%

- 3.16 The slight fall in the Tower Hamlets and London percentage success rates over the previous three years reflects the pressure on secondary school places as a result of rising Year 7 pupil numbers.
- 3.17 As no changes have been proposed for the 2020/21 school year, there were limited comments on the oversubscription criteria for secondary school admissions. All respondents supported the existing arrangements.

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

- 3.18 The Local Authority has a statutory responsibility to co-ordinate admissions for children starting primary school, moving from infant to junior school and those transferring from primary to secondary school. The aim is to ensure that as many children as possible are able to receive an offer of a school place at the earliest stage. The scheme and timetable is devised in conjunction with the other London LAs which enables parents to apply for a place in their own borough as well as in other boroughs through a single application form.
- 3.19 There are no proposed changes to the existing co-ordinated scheme for admissions to Reception, Year 3 and Year 7 for the 2020/21 school year.
- 3.20 As no changes have been proposed for the 2020/21 school year, there were limited comments on the co-ordinated admissions scheme. The majority of respondents felt that the existing arrangements were working well. Full analysis of the consultation results is provided in Appendix 9.

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

- 3.21 The Local Authority also co-ordinates admissions for children who require a school place outside of the normal points of entry. This is not a statutory requirement, but it is an essential safeguarding provision that provides the Local Authority with the most effective way of ensuring that children missing from education can be identified and supported back into school quickly, particularly children who have experienced more complex problems and would therefore face tougher obstacles to them getting back into suitable education.
- 3.22 A scheme for co-ordinating in-year admissions is also essential at a time when the numbers of children requiring school places outside the normal points of entry remains high. The Local Authority and its schools have put in place a number of measures to support existing residents and new arrivals to the area, including an established Fair Access Protocol that enables vulnerable children to be placed in education provision quickly as well as ensuring that every school takes its fair share of children who are difficult to place.
- 3.23 There are no proposed changes to the existing co-ordinated scheme for admissions to Reception, Year 3 and Year 7 for the 2020/21 school year.
- 3.24 As no changes have been proposed for the 2020/21 school year, there were limited comments on the co-ordinated admissions scheme for in-year admissions. The majority of respondents felt that the existing arrangements were working well. Full analysis of the consultation results is provided in Appendix 9.

Published Admission Numbers for Schools in Tower Hamlets (Appendix 6, 7, 8)

- 3.25 The Published Admission Number (PAN) sets the maximum number of children that each school will admit to the reception year (primary), Year 7 (secondary) or Year 9 (UTC) in the school year 2020/21. The proposed PANs for each school in Tower Hamlets is listed Appendix 6.
- 3.26 There are no changes to the PANs for the majority of schools, but the LA is proposing to reduce the PAN at three of its community schools as follows:
- *Reduction at linked Elizabeth Selby Infants and Lawdale Juniors Schools from 75 to 60 places.* This change is proposed because schools' places have not been filled over the past five admission years; there is restricted teaching and outdoor space; and a falling demand for primary school places in the local area. Full details of the proposal are provided in Appendix 7.
 - *Reduction at Bow Secondary School from 270 to 240 places.* This change is proposed because schools' places have not been filled over the past five admission years and there is restricted teaching and outdoor space to accommodate both the school's statutory and growing sixth form provision. Full details of the proposal are provided in Appendix 8.

- 3.27 These changes will assist the schools in their long-term planning and allow them to continue to achieve improved educational outcomes for pupils. The proposals are supported by the governing bodies at each school. There is also sufficient provision in the local areas to mitigate these reductions and they will not impact parental preference.
- 3.28 The Tower Hamlets Admissions Forum supports these proposals and recognise the benefits that reductions to Published Admission Numbers will have for these schools. Responses from the public consultation are also positive. Out of 35 individuals who responded to the questions, 31 (89%) supported the proposal to reduce the PANs at Elizabeth Selby and Lawdale, and 32 (91%) supported the proposal to reduce the PAN at Bow. A full analysis of the consultation results is provided in Appendix 9.

Update on School Place Planning – Primary school sites at Millharbour and Alpha Square

- 3.29 The School Place Planning report presented to Cabinet on 28 November 2018 provided an annual update on the current position, projected demand, and the LA's plans to manage the supply of school places, to ensure that the right provision is in the right place at the right time. There has been progress on one of the primary school site allocations since this report which now requires a decision from Cabinet.
- 3.30 Millharbour is a site allocation for a 2FE primary school with a nursery scheduled to open in September 2023. The Millharbour scheme received planning permission in September 2015 (PA/14/01246). The 'option period' for the delivery of the school was triggered in December 2018, so the LA must now make a decision on whether to take forward the school by September 2019 and this will be made in the context of the LA's school place planning strategy and other schemes being developed in the area.
- 3.31 Alpha Square site is a 2 form of entry (FE) primary school within the Marsh Wall West site allocation in the north Isle of Dogs, also scheduled to open in September 2023. It is within very close proximity (approximately 300 metres, or a 4 minute walk) to the Millharbour site.
- 3.32 Current projections indicate that the demand for places would not be sufficient to support both these two schools opening within such close proximity by 2025/26. The LA has already confirmed that it will take forward a new primary school at Wood Wharf which is due to open in September 2022 and will provide 2 forms of entry. The Isle of Dogs catchment is therefore projected to require 2FE (equivalent to one primary school) of primary provision by 2025/26, and an additional 2FE by 2027/28.
- 3.33 It is recommended to Cabinet that the LA take forward the Millharbour primary school for a planned opening in September 2023 because it provides a greater number of places through the provision of a nursery.
- 3.34 Plans are in place to ensure that there will be sufficient school provision to meet demand if a school is not developed at Alpha Square. The emerging Local Plan proposed the allocation of four additional sites for new primary

schools in the Isle of Dogs catchment to 2031 which will ensure that the LA is able to meet the demand for an additional 2FE by 2027/28 after the Wood Wharf and Millharbour schemes are delivered.

- 3.35 This recommendation is in line with the approach to schools in the emerging Local Plan and at the Examination in Public. The Plan allocates more school sites than required to meet projected need, and one of the consequences of this is that there may not be sufficient demand in the area when a site comes forward for delivery. The sites at Millharbour and Alpha Square provide an example of why the Plan's approach is necessary to ensure the LA can provide sufficient school places.
- 3.36 If the LA decides not take forward the school at Alpha Square, it is unlikely that the Secretary of State will approve an application to open a new mainstream free school on the site. The Department for Education's policy is that free schools will now be targeted in areas of basic need and in the third of local authority areas with the lowest school performance standards with limited capacity to improve, which would not apply to Tower Hamlets.

4. EQUALITIES IMPLICATIONS

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

5. OTHER STATUTORY IMPLICATIONS

Best Value Implications

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

Environmental Implications

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

Risk Management Implications

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

Safeguarding Implications

- 5.5 These proposals, particularly the arrangements for the Local Authority to co-ordinate admissions at all points of entry, enable it to work collaboratively with schools and other agencies to safeguard and promote the well-being of all children in the borough.

6. COMMENTS OF THE CHIEF FINANCE OFFICER

- 6.1 This report explains the proposals for determining the admission arrangements to Tower Hamlets community schools and those for which the Council acts as the admission authority for 2020/21.
- 6.2 There are no direct financial implications arising from the decision on 'Determination of School Admission Arrangements'.
- 6.3 Agreement of the proposal to increase school places through the development of a new primary school at Millharbour ensures that the Council meets its statutory duty to provide sufficient school places, and is aligned with the Local Plan and the recent 'Planning for School Places' report. £4.25m has already been allocated to this project in the capital programme, based on the estimated cost for the LA to 'fit out' the shell and core provided by the developer.

7. COMMENTS OF LEGAL SERVICES

- 7.1 The Council is asked to agree the admission arrangements (including oversubscription criteria) for 2020/2021 as set out in paragraph 2 of the report. The full details of the arrangement are set out in the Appendices 1 to 6. The recommended proposals comply with the provisions outlined below.
- 7.2 Section 88C of the School Standards and Framework Act 1998 ("SSFA") requires the Council in its role as admission authority to determine the admission arrangements that will apply in line with regulations (currently, the School Admissions (Admission Arrangements and Co-Ordination of Admission Arrangements) (England) Regulations 2012 ("the Admission Regulations 2012") as amended and the mandatory requirements of the School Admissions Code ("the Code"). The consultation which has been

undertaken complies with the requirements of the Admission Regulations and the Code. The analysis of the responses to this year's consultation is at Appendix 9, which includes how the Council has taken account of those responses.

- 7.3 The Council must determine its admission arrangements on or before 28 February 2019, and publish this on its website by 15 March 2019.
- 7.4 When determining its admission arrangements, the Council is required by section 84(3) of the School Standards and Framework Act 1998 to act in accordance with the relevant provisions of the Code, which applies to all maintained schools. One requirement of the Code is that the Council must set an admission number (the Planned or Published Admission Number (PAN) for each relevant age group. For a community or voluntary controlled school, the Council (as admission authority) must consult at least the governing body of the school where it proposes either to increase or keep the PAN (Appendix 6).
- 7.5 In determining the admission arrangements, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who do not. Relevant information on these considerations is provided in the One Tower Hamlets section of the report.

Linked Reports, Appendices and Background Documents

Linked Report

- Planning for School Places – 2018/19 Review and Recommendations (November 2018)

Appendices

- Appendix 1 Proposed admission arrangements and oversubscription criteria for Tower Hamlets community nursery classes in 2020/21.
- Appendix 2 Proposed admission arrangements and oversubscription criteria for Tower Hamlets community primary schools in 2020/21.
- Appendix 3 Proposed admission arrangements and oversubscription criteria for Tower Hamlets community secondary schools in 2020/21.
- Appendix 4 Proposed scheme for co-ordinating admissions to Reception and Year 7 for 2020/21
- Appendix 5 Proposed scheme for co-ordinating In-Year admissions for 2020/21
- Appendix 6 Published Admission Number for each school in Tower Hamlets for 2020/21
- Appendix 7 Proposal to reduce the Published Admission Number at Elizabeth Selby Infants and Lawdale Juniors
- Appendix 8 Proposal to reduce the Published Admission Number at Bow

	Secondary
Appendix 9	An analysis of the responses to the public consultation
Appendix 10	An Equalities Impact Assessment on the proposal to include priority for children of staff within the primary and secondary school admission oversubscription criteria

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

- None

Officer contact details for documents:

N/A

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TOWER HAMLETS CHILDREN'S SERVICES
Proposed Admissions Policy for
Community Nursery Schools and Classes
2020-21



Version: 1.0
Date issued: 5th November 2018
Prepared by: Pupil Services
Children's Services Directorate
Review date: November 2019



1. Introduction

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

2. Nursery Entitlement

- 2.1 All children aged three and four are entitled to 15 hours a week free nursery education during school term times (38 weeks a year), from the term following their third birthday until they reach compulsory school age i.e. the term after their fifth birthday.
- 2.2 An additional free 15 hours will only be available for families where both parents are working (or the sole parent is working in a single-parent household). Typically each parent must earn at least the national minimum or living wage for 16 hours a week and less than £100,000 a year to be eligible.
- 2.3 Parents considering sending their child to a playgroup as well as a nursery class may wish to think about what impact this would have on their child and how they would cope with the two environments. The adjustment is often very demanding and confusing for children of this age and much of the benefit from either setting could be lost. Once children take up a nursery place, it is in their interests to remain at that school until they have to move on because of their age. Children take at least a term to settle and can find it very upsetting to move at this stage. Transfers are only considered if a family has moved from the area or on exceptional grounds.

3. Age of Admission to a Nursery School/Class

- 3.1 Parents who would like a nursery place for their child should get in touch with the preferred school when the child reaches the age of two.
- 3.2 The actual age at which a child can start will depend on the number of places available but will not be before the term after they turn three. In exceptional circumstances a child may start in the term they turn three but this will need agreement from the Local Authority.
- 3.3 Parents of children born between 1 September 2016 and 31 August 2017 can apply for a Nursery place in September 2020 through the coordinated admission scheme.

4. Applying for a Place

- 4.1 Applications can be made by parents or carers with parental responsibilities who are residents of Tower Hamlets and professionals with parents' agreement. Application forms are available from schools, nurseries and Children Centres.
- 4.2 The closing date for applications is **16th February 2020** and the date on which families are sent notification of the outcome is **7th May 2020**.
- 4.3 Further information on the nursery schools and classes and how to apply for a place is set out in the Local Authority's school admissions booklet, 'Starting Nursery in Tower Hamlets'.

5. How Decisions are Made

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

6. Oversubscription Criteria

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

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

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

Note 2: Includes the sibling of child who does not live within the school's catchment area, but who was admitted before the start of the 2019/20 school year. For this purpose "sibling" means a whole, half or step-brother or step-sister resident at the same address.

Note 3: Priority will be limited to one place for each nursery class. The staff applicant must complete the relevant section on the application form and attach documentation supporting admission on these grounds. It is the staff applicant's sole responsibility to provide this information. Without the provision of the relevant documents, the child will not be considered on these grounds.

Note 4: A digitised ordnance survey map is used to measure the distance from the home address to the school's designated official entrance.

Note 5: Private, independent, academy and voluntary aided school nurseries have their

own admission policy.

Note 6: Tie- Break - If a school receives more applications for children in the catchment area than there are places available, the Local Authority must decide who to offer places to. The 'tie-break' used gives priority to children who live closest to the school measured by the shortest walking distance. This reduces the possibility of a family having to undertake an unreasonable journey to a school and provides equal opportunity for families living in parts of the borough where there are a limited number of schools.

7. Catchment Area

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

8. Part-Time and Full -Time Places

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

9. Late Applications

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

10. Waiting List

- 10.1 All children will automatically be added to the waiting lists of higher preference nurseries than the one offered, unless parents ask to remove their child from a waiting list.
- 10.2 Waiting lists for tower Hamlets community nurseries will be kept and maintained by the Local Authority in line with the oversubscription criteria. Waiting lists for own admission authority schools i.e. voluntary aided schools, academies and free schools, will be kept and maintained by the school itself.

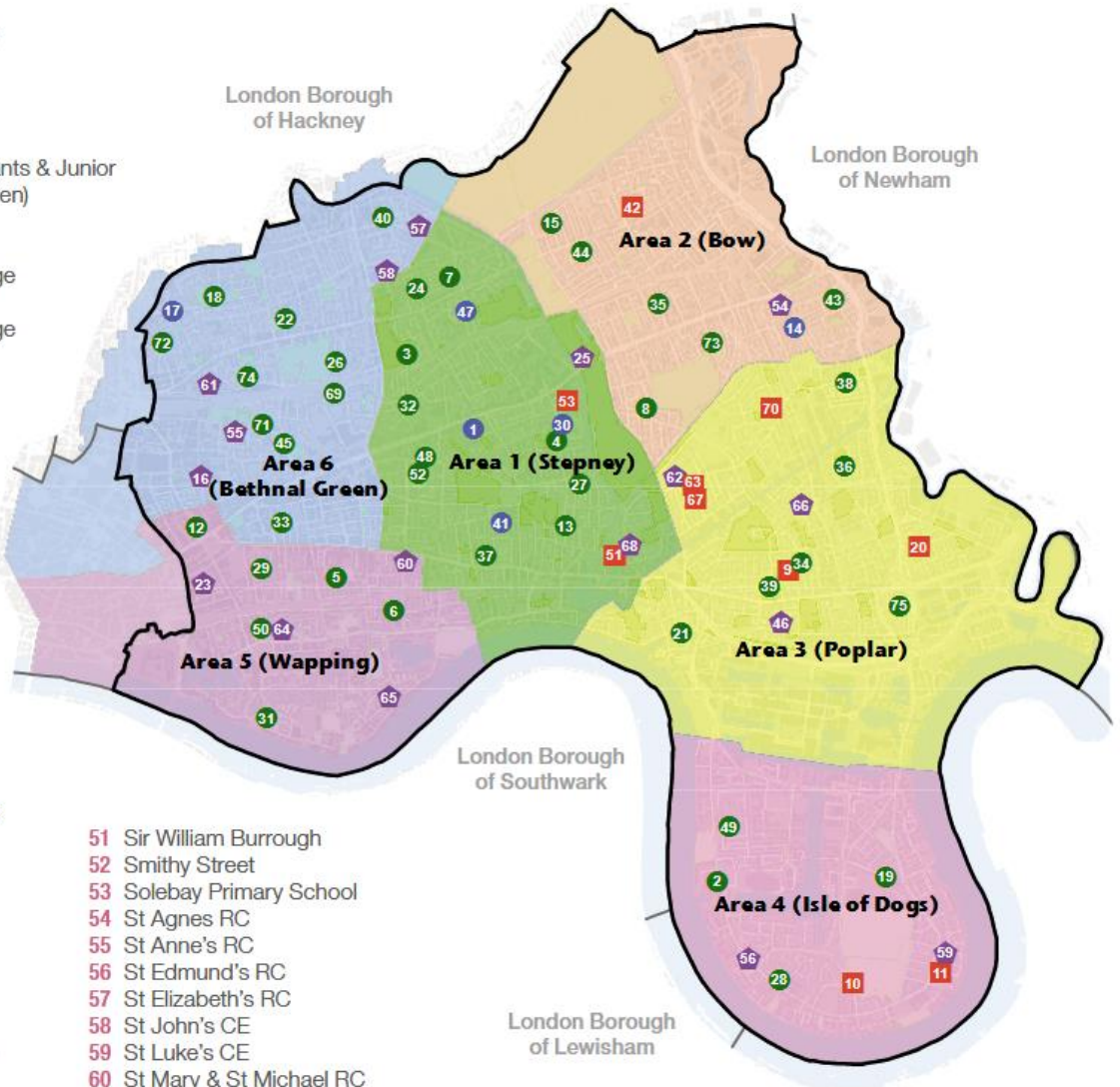
11. Twins and Multiple Births

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

12. Parents wishing to make representation about nursery decisions

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

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



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

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

Schools in the catchment area

Community schools:

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

Voluntary primary schools:

- 25 Guardian Angels RC
- 68 Stepney Greencoat CE

Academy/free schools:

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

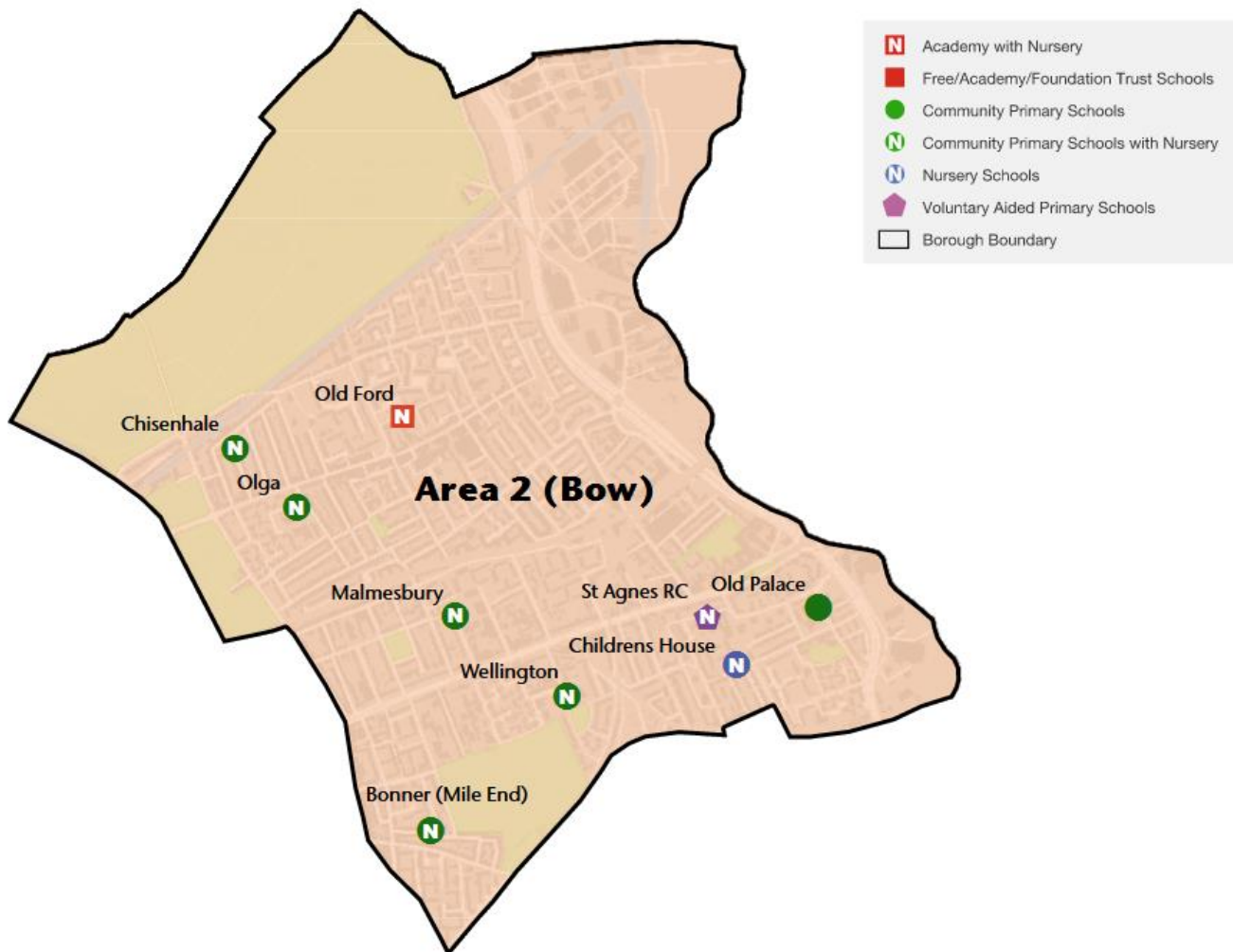


Area covered

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



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



Schools in the catchment area

Community schools:

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

Voluntary primary schools:

- 54 St Agnes RC

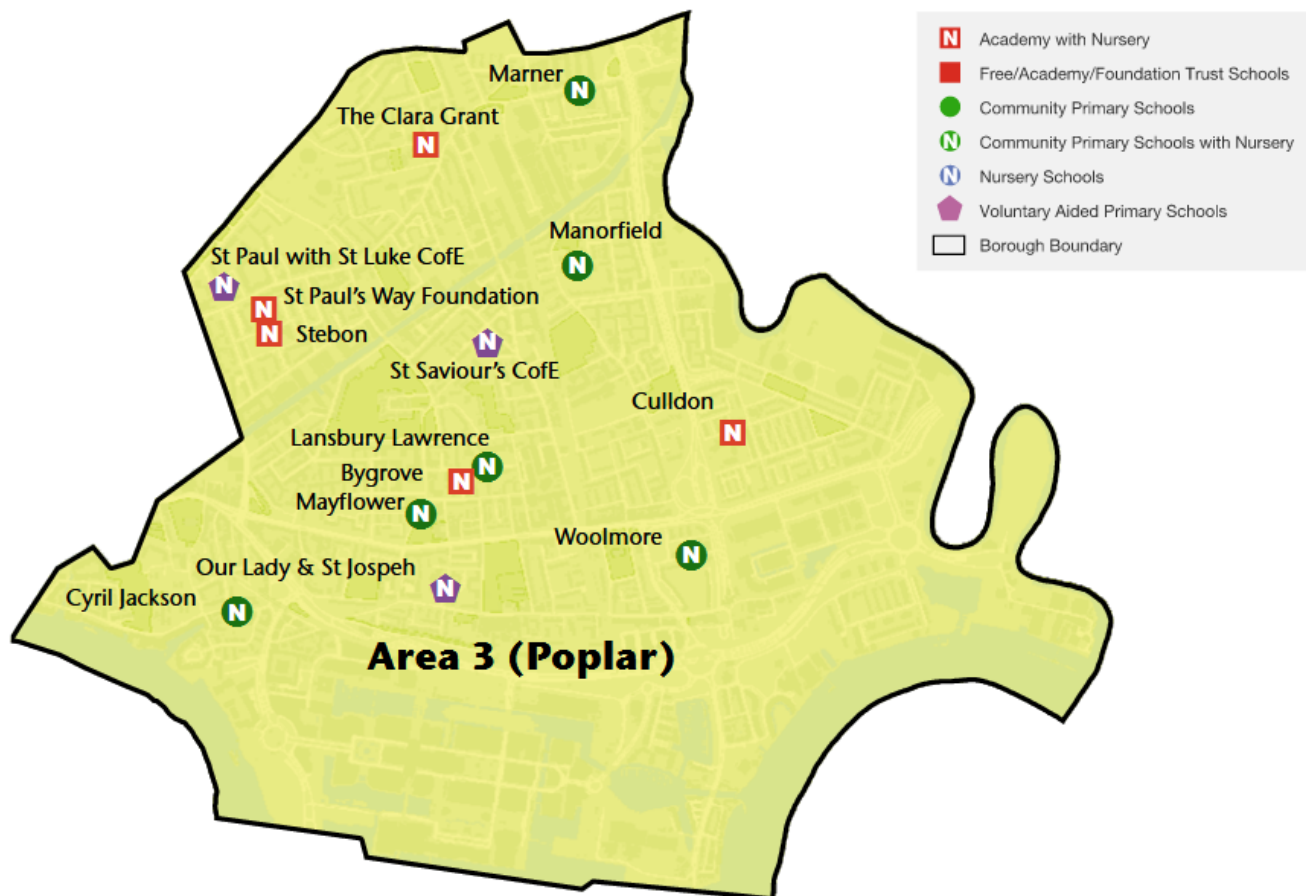
Academy/free schools:

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

Area covered

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

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



Schools in the catchment area

Community schools:

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

Voluntary primary schools:

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

Academy/free schools:

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

Area covered

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

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



Schools in the catchment area

Community schools:

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

Voluntary primary schools:

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

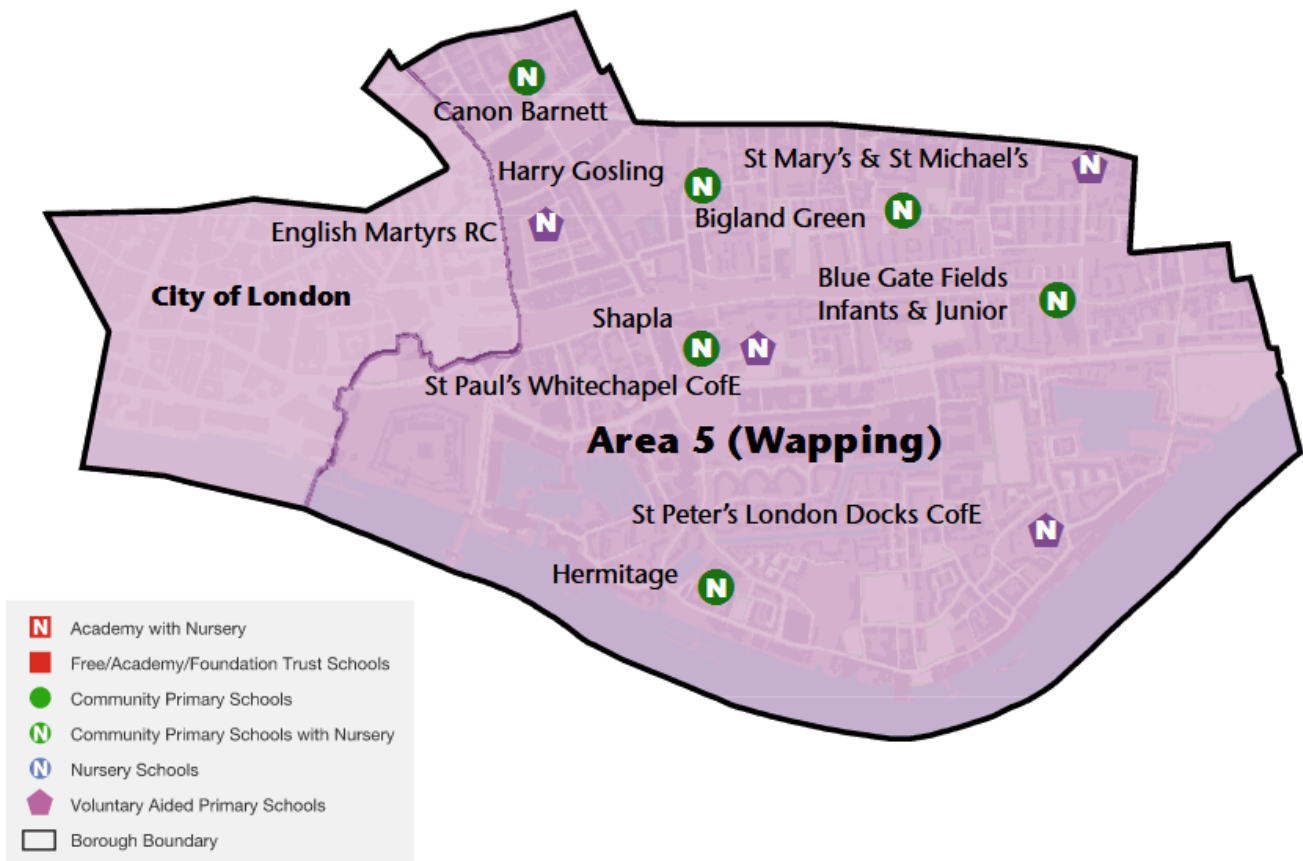
Academy/free schools:

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

Area covered

- South of South Dock Entrance
- North of River Thames

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



Schools in the catchment area

Community schools:

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

Voluntary primary schools:

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

Area covered

Tower Hamlets

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

City of London

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

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

Schools in the catchment area

Community schools:

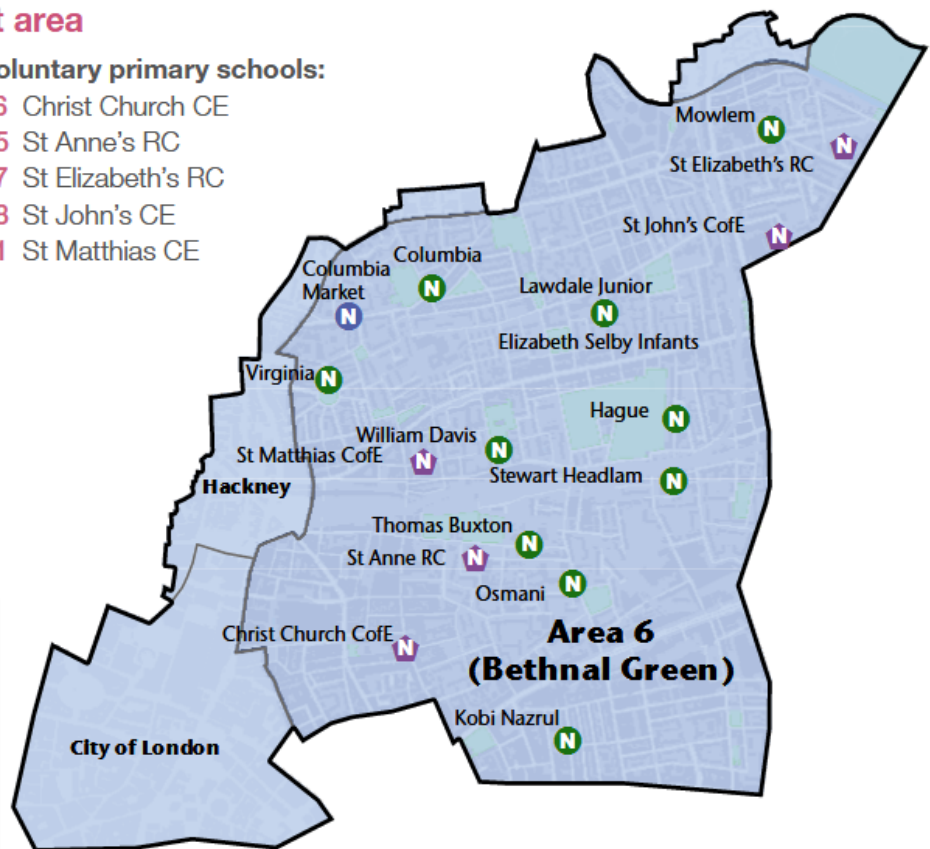
- 17 Columbia Market Nursery
- 18 Columbia
- 22 Elizabeth Selby Infant*
- 22 Lawdale Junior*
- 26 Hague
- 33 Kobi Nazrul
- 40 Mowlem
- 45 Osmani
- 69 Stewart Headlam
- 71 Thomas Buxton
- 72 Virginia
- 74 William Davis

*Linked infant and junior schools

Voluntary primary schools:

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

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



Area covered

Tower Hamlets

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

Hackney

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

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

TOWER HAMLETS CHILDREN'S SERVICES

Proposed Admission Policy for Community Primary Schools

2020/21



Version: 1.0

Date issued: 5th November 2018

Prepared by: Pupil Services
Children's Services Directorate

Review Date: November 2019



1. Foreword

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

2. Children with Education, Health and Care Plans

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

3. Oversubscription Criteria

- 3.1 In cases where a school is then oversubscribed places will be filled in the following priority order:

- 1) Children looked after by the local authority including adopted children who were previously looked after and children who leave care under a special guardianship or residence order;
- 2) Children for whom it is deemed there is strong medical or social reason to attend the school applied to (**See Note 1**);
- 3) Children living within the catchment area who have a sibling attending the school (including the school of a separate infants and junior schools) and who will continue to do so on the date of admission (**See Note 2**);
- 4) Children whose parent is a member of staff who has been employed at the school concerned for two or more years at the time of application and/ or children of a member of staff who has been recruited to fill a vacancy for which there is a demonstrable skill shortage (**See Note 3**);
- 5) Children who live within the catchment area of the school and for whom the school applied for is their nearest community school within the catchment area;
- 6) Other children from within the catchment area of the school;
- 7) Children living outside of the catchment area of the school.

- 3.3 In the event of oversubscription within categories 4, 5, 6, and 7 above, priority will be given to children who live closest to the school by the shortest walking distance. A digitised Ordnance Survey map is used to measure the distance from the home address to the school's designated official entrance.

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

Note 2: Includes the sibling of a child who does not live within the school's catchment area, but who was admitted before the start of the 2019/20 school year. For this purpose "sibling" means a whole, half or step-brother or step-sister resident at the same address.

Note 3: Priority will be limited to one place for each form of entry in any year, with an additional maximum limit dependant on the size of the school as follows:

Planned admissions number	Max per year group	Max per school
30 to 45 pupils	1	4
50 to 60 pupils	2	8
90 pupils	3	12

The staff applicant must complete the relevant section on the application form and attach documentation supporting admission on these grounds. It is the staff applicant's sole responsibility to provide this information. Without the provision of the relevant documents, the child will not be considered on these grounds.

4. Catchment Area

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

5. Age of Admission

- 5.1 Children born on and between 1 September 2015 and 31 August 2016 would normally start primary school in Reception in the school year beginning in September 2020. All Tower Hamlets infant and primary schools provide full-time education for children offered a place in the Reception Year from the September following their fourth birthday.
- 5.2 Parents can request that the date their child is admitted to school is deferred until later in the school year or until the child reaches compulsory school age during the school year. A child's attendance at school does not become compulsory until the start of the term following their fifth birthday. Where entry is deferred, the school will hold the place for that child and not offer it to another child. The parent would not however be able to defer entry beyond the beginning of the term after the child's fifth birthday, nor beyond the start of the summer term in the academic year for which the original application was accepted.
- 5.3 Where parents choose to defer entry, a school may reasonably expect that the child would start at the beginning of a new school term/half term. Where a parent of a 'summer-born' child (1 April - 31 August) wishes their child to start school in the autumn term following their fifth birthday, they will need to re-apply for a place at the correct time.
- 5.4 It is the view of the Local Authority that children should start primary school with their normal age group. However, a parent may seek admission for their child outside the normal group; for example, if the child is gifted and talented or has been born prematurely. If a parent wishes to request for their child to be admitted outside of the normal age group, they should include a letter with their reception application and also provide a report from an appropriate education or health professional.

6. Nursery Provision

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

7. Applying for a Place

- 7.1 How to apply for a primary school place is set out in the Local Authority's school admissions booklet, 'Starting Primary School in Tower Hamlets'. Applications are then co-ordinated for all the schools in the Tower Hamlets area in accordance with the Authority's published scheme. The scheme can be viewed on the following webpage: http://www.towerhamlets.gov.uk/lgs/1-50/17_schools/school_admissions.aspx
- 7.2 The closing date for applications is **15 January 2020** and the date on which families are sent notification of the outcome is **16 April 2020**.

8. Late Applications

- 8.1 Applications received after the 15 January 2020 closing date will be treated as late applications unless there is evidence to show that the application or amendment could not reasonably have been made on time. A new preference or change in the order of preferences will not be accepted after the closing date unless the circumstances are deemed to be exceptional. Late applications will be dealt with after all on time applications in the first round of offers on 16 April 2020. Where a school is oversubscribed late applications will be refused and placed on the waiting list in accordance with the admission criteria.
- 8.2 Where the Local Authority has determined there are exceptional circumstances for the late submission of an application it will be treated as 'on time' and, where possible, considered alongside existing applications.

9. Twins and Multiple Births

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

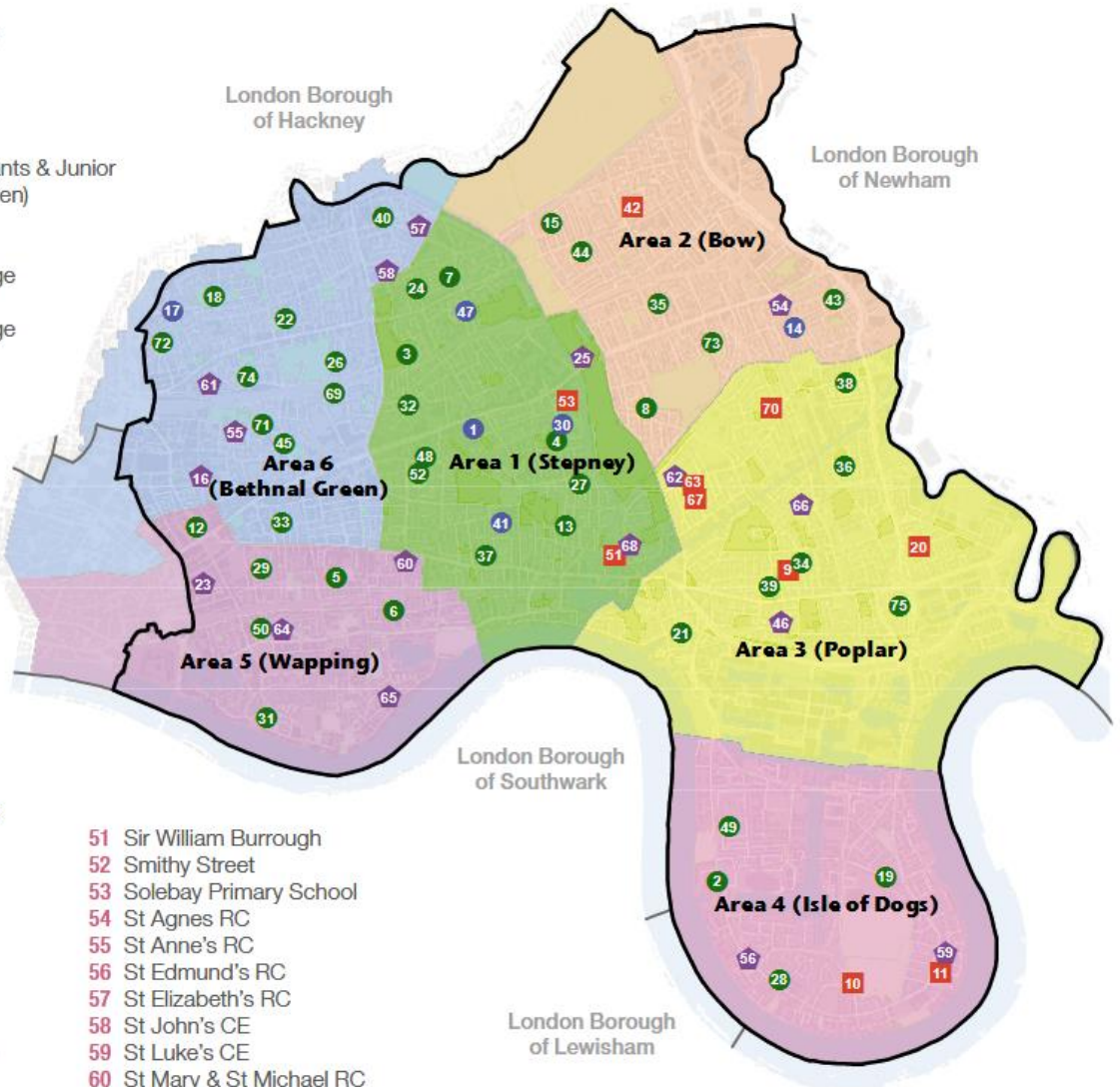
10. Waiting List

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

11. Infant to Junior Applications

- 11.1 Parents of children in Year 2 of an infant school have to make an application to transfer to the partner junior school. A child is guaranteed a place at the partner junior school provided an application for that place is made by the closing date and the child is still in attendance at the school at the time applications are determined. For parents who wish their child only to transfer to the partner junior school the application simply involves completing and returning a form provided by the Local Authority by 15 January 2020. Parents who wish to apply for a Year 3 place at schools other than the partner junior school will need to complete the Local Authority's In-Year school admission application form.

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



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

N	Academy with Nursery
■	Free/Academy/Foundation Trust Schools
●	Community Primary Schools
N	Community Primary Schools with Nursery
N	Nursery Schools
◆	Voluntary Aided Primary Schools
□	Borough Boundary

Schools in the catchment area

Community schools:

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

Voluntary primary schools:

- 25 Guardian Angels RC
- 68 Stepney Greencoat CE

Academy/free schools:

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

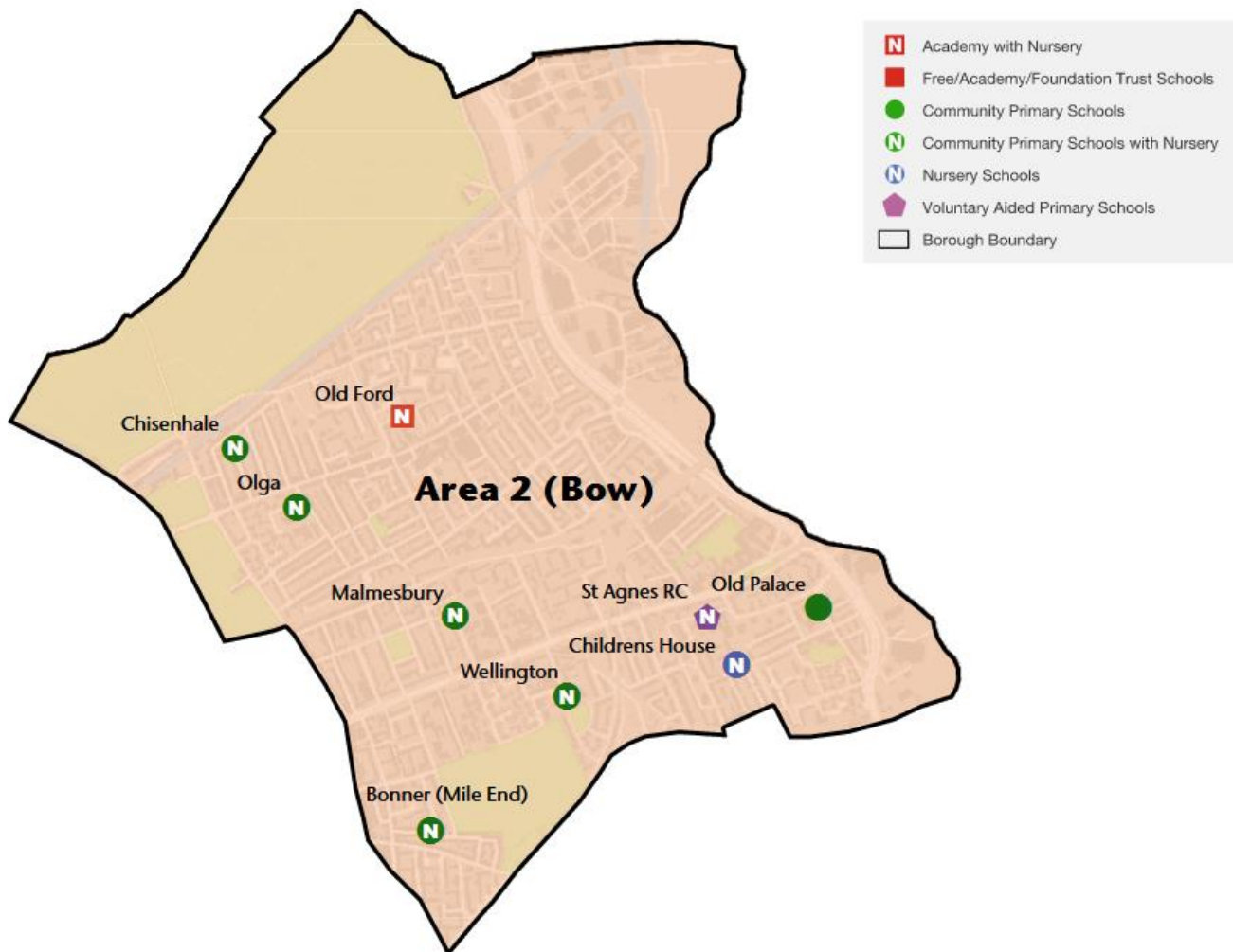


Area covered

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



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



Schools in the catchment area

Community schools:

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

Voluntary primary schools:

- 54 St Agnes RC

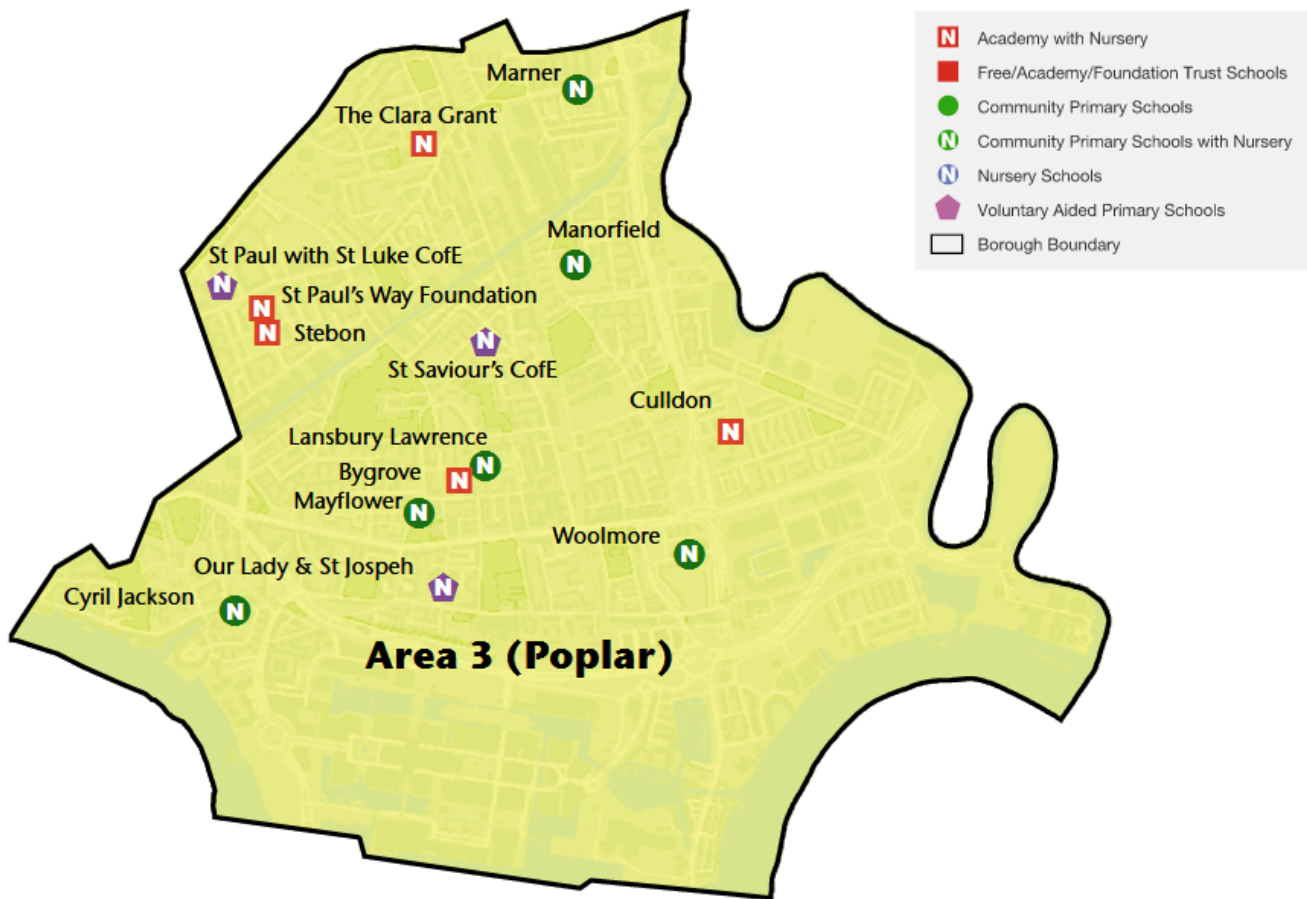
Academy/free schools:

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

Area covered

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

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



Schools in the catchment area

Community schools:

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

Voluntary primary schools:

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

Academy/free schools:

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

Area covered

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

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



Schools in the catchment area

Community schools:

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

Voluntary primary schools:

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

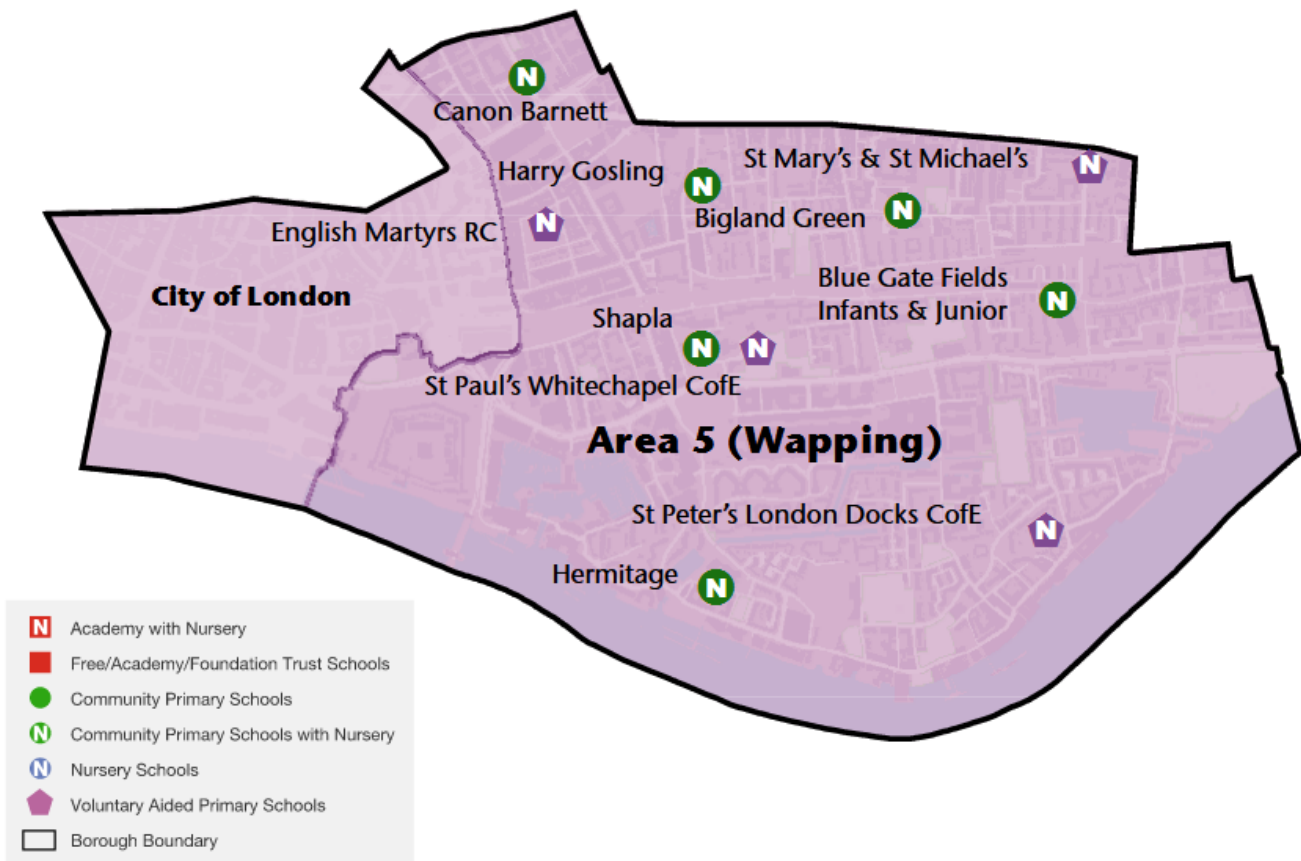
Academy/free schools:

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

Area covered

- South of South Dock Entrance
- North of River Thames

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



Schools in the catchment area

Community schools:

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

Voluntary primary schools:

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

Area covered

Tower Hamlets

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

City of London

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

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

Schools in the catchment area

Community schools:

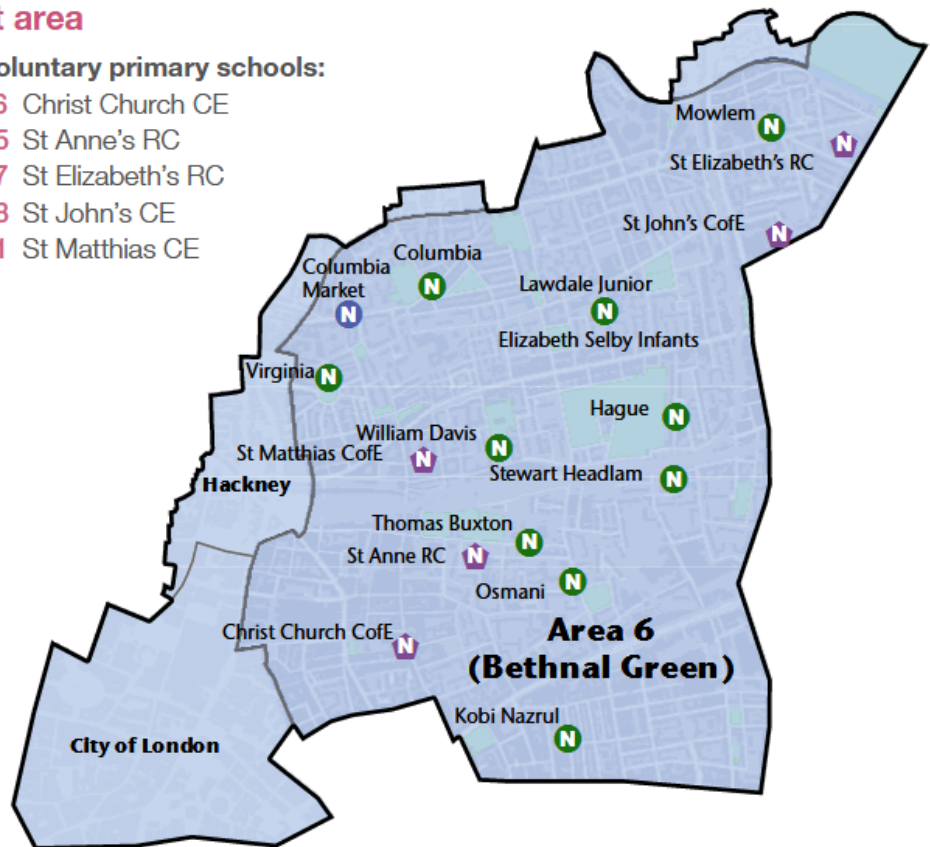
- 17 Columbia Market Nursery
- 18 Columbia
- 22 Elizabeth Selby Infant*
- 22 Lawdale Junior*
- 26 Hague
- 33 Kobi Nazrul
- 40 Mowlem
- 45 Osmani
- 69 Stewart Headlam
- 71 Thomas Buxton
- 72 Virginia
- 74 William Davis

*Linked infant and junior schools

Voluntary primary schools:

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

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



Area covered

Tower Hamlets

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

Hackney

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

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

TOWER HAMLETS CHILDREN'S SERVICES

Proposed Admissions Policy for Community Secondary Schools
(Central Foundation Girls School, George Greens School, Mulberry Academy Shoreditch,
Mulberry School for Girls and
Stepney Green Maths Computing and Science College)

2020/21



Version: 1.0

Date issued: 5th November 2018

Prepared by: Pupil Services
Children's Services Directorate

Review Date: November 2019



1. Foreword

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

2. Children with Education, Health and Care Plans

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

3. Oversubscription Criteria

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

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

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

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

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

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

4 Banding

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

5. Priority areas

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

6. Exceptional Medical or Social Reasons

- 6.1 Where there is a very strong medical or social reason for attending a particular school priority may be given for admission. Parents must complete the relevant section on the transfer form and attach medical and/or social reports signed by a doctor or social worker to the form. These reports must be received by the closing date on 31st October 2019. The application will be considered by the Primary / Secondary Transfer Committee.

7. Confirmation of Address

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

8. Siblings in the same year group transferring

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

9. Applying for a Place

- 9.1 How to apply for a secondary school is set out in the 'Ready for Secondary School in Tower Hamlets' booklet. Applications are then co-ordinated for Tower Hamlets area in accordance with the Authority's published scheme. The scheme can be viewed on the following webpage: http://www.towerhamlets.gov.uk/lgsl/1-50/17_schools/school_admissions.aspx.
- 9.2 The closing date for applications is **31 October 2019** and the date on which families are sent notification of the outcome is **2 March 2020**.

10. Late applications

- 10.1 Applications received after the 31 October 2019 closing date will be treated as late applications unless there is evidence to show that the application or amendment could not reasonably have been made on time. A new preference or change in the order of preferences will not be accepted after the closing date unless the circumstances are deemed to be exceptional. Late applications will be given a lower priority and will be dealt with after all on time applications in the first round of offers on 2 March 2020. Where a school is oversubscribed late applications will be refused and placed on the waiting list in accordance with the admission criteria.

11. Changing Preferences

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

12. Waiting Lists

- 12.1 The Pupil Services Team will hold the waiting lists for Tower Hamlets community schools and schools that use the council's admission policy. Until September 2020, the waiting lists for each band will be kept in the following descending order of priority:

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

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

From September – December 2020, the waiting lists are combined into one list, disregarding the bands. The order of priority for the waiting list will then be:

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

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

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

www.towerhamlets.gov.uk/schooladmissions.

A South Wapping

Priority admission to Mulberry and Stepney Green schools is given to pupils in the following areas:

- i South of Cable Street and royal Mint Street
- ii west of Butcher row
- iii North of the River Thames
- iv East of Mansell Street

B West Bethnal Green

Priority admission to Swanlea School is given to pupils:

- i South of Quaker Street
- ii West of Brick Lane
- iii North of Whitechapel High Street
- iv East of Middlesex Street



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TOWER HAMLETS CHILDREN'S SERVICES
PROPOSED CO-ORDINATED SCHEMES FOR ADMISSION TO
RECEPTION and YEAR 7 IN 2020/21



Version: 1.0
Date issued: 5th November 2018
Prepared by: Pupil Services
Children's Services Directorate
Review Date: November 2019



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DEFINITIONS USED IN TOWER HAMLETS SCHEMES

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

“the Mandatory Elements”	those elements of the Pan-London Scheme to which participating authorities must subscribe.
“the Notification Letter”	the agreed form of letter sent to applicants on the Prescribed Day, which communicates any determination granting or refusing admission to a primary school, which is attached as Schedule 2.
“the Prescribed Day”	the day on which outcome letters are posted to parents Reception (Primary Schools): 16th April 2020 Year 7 (Secondary Schools): 2nd March 2020
“the Pan-London Register (PLR)”	the computer database that transmits application and offer data between each LA’s Local System.
“the Pan London Timetable”	the framework for making and processing applications attached as Schedule 3.
“the Participating LA”	any LA that has indicated in the ‘Memorandum of Agreement’ that they are willing to incorporate, at a minimum, the mandatory elements of the Pan London scheme presented here.
“the Qualifying Scheme”	the scheme which each LA is required to formulate in accordance with ‘The School Admissions (Admission Arrangements and Co-ordination of Admission Arrangements) Regulations 2012’, for co-ordinating arrangements for the admission of children to maintained primary and secondary schools and academies.

Proposed Scheme for the Co-ordination of Admissions to Reception in 2020/21

When children can start primary school in Tower Hamlets

All children of reception age (i.e. those born between 1st September 2015 and 31st August 2016) can start school in September 2020. However, parents can ask for their child's entry to be deferred until later in the school year. When a place is deferred the LA cannot offer it to another child. Parents will be advised of their right to defer in the 'Starting School in Tower Hamlets' booklet and in the letter notifying them of the school of which a place can be offered.

ADMISSIONS NUMBERS

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

APPLICATIONS

1. All primary schools, nurseries and early years centres will advise Tower Hamlets LA of all children on roll that are eligible for admission in the following academic year. Tower Hamlets LA will forward details of Out of Borough residents to the home LA
2. Tower Hamlets residents will make their applications on the Tower Hamlets LA Common Application Form (CAF), which will be available from September 2019 and will be able to be submitted on-line. The form will include all the fields and information specified in Schedule 1. Applications to Out of Borough schools can also be made on this CAF.
3. Tower Hamlets LA will take reasonable steps to ensure that the parent(s) of a child living in Tower Hamlets due to start primary school in 2020/ 21 receives a copy of the 'Starting School in Tower Hamlets' booklet, including details of how to apply online. The booklet will also be available to parents who do not live in Tower Hamlets and will contain information on how non-Tower Hamlets residents access their home LA'S booklet and CAF.
4. Tower Hamlets residents will be able to express a preference for a maximum of six schools whether the schools are in Tower Hamlets or in another Local Authority.
5. The separate admission authorities within this LA will use supplementary information forms where there is not sufficient information on the CAF for consideration of the application against the published oversubscription criteria. This will normally only be in circumstances where schools require additional information relating to membership of a particular faith. The supplementary form will be available on the school's website and should be completed and returned to the school concerned. The LA will seek to ensure that supplementary forms only collect information that is required by the published oversubscription criteria, in accordance with paragraph 2.4 the School Admissions Code (Dec 2014).
6. Where a school in Tower Hamlets receives a supplementary information form, it will not be considered as a valid application unless the parent has also listed the school on their CAF, in accordance with the School Admissions Code. All Supplementary Forms will be made available on the Tower Hamlets website and details of Tower Hamlets School requiring a Supplementary Form will be stated in the 'Starting School in Tower Hamlets' booklet.
7. All preferences expressed on the CAF for maintained schools will be valid preferences. The order of preference given on the CAF will not be revealed before the offer date. If there is a preference to a non-Tower Hamlets school the order of preference for that school will be revealed to the Home LA. This is to ensure that only the highest ranked offer is made.
8. Applicants must complete and submit the CAF on-line to this LA by **15 January 2020**.

9. Tower Hamlets LA will confirm the status of any resident child for whom it receives a Common Application Form stating s/he is currently or previously a 'Child Looked After' and will provide any evidence requested by the maintaining LA in respect of a preference for a school in its area by **5 February 2020**.
10. Pupil Services will advise the maintaining LA of the reason for any preference expressed for a school in its area of a child applying for a school that is born outside of the correct age cohort. All details and information to be forwarded by **5 February 2020**.
11. Tower Hamlets LA will carry out the address verification process as set out in its entry in LIAAG Address Verification Register. This will in all cases include validation of resident applicants against this LA's primary school data and the further investigation of any discrepancy. Where this LA is not satisfied as to the validity of an address of an applicant whose preference has been sent to a maintaining LA, it will advise the maintaining LA no later than **11 February 2020**.

PROCESSING

12. Applicants' resident within Tower Hamlets must return the Common Application Form, which can be completed and submitted on-line, by **15 January 2020**.
13. Application data relating to all preferences for schools in other participating LAs, which have been expressed within the terms of this LA's scheme, will be up-loaded to the PLR by **5 February 2020**. Supplementary information provided with the Common Application Form will be sent to maintaining LAs by the same date.
14. Pupil Services shall, in consultation with the admission authorities within the Tower Hamlets borough and within the framework of the Pan-London timetable in Schedule 3, determine and publish its own timetable for the processing of preference data and the application of published oversubscription criteria.
15. Tower Hamlets LA will accept late applications and treat them as though they were received on time, only if they are late for a good reason. Examples of what will be considered as "good reason" includes: when a single parent has been very ill during the relevant period, or has been dealing with the death of a close relative; a family has just moved into the area. Other circumstances will be considered and each case decided on its own merits
16. If late applications that are being treated as having been received on time include preferences for schools in other LAs, Tower Hamlets LA will forward the details to the maintaining LAs via the PLR as they are received.
17. The latest date for the upload to the PLR of late applications which are being treated as having been received on-time is **11 February 2020**.
18. Where an applicant moves from one participating home LA to another after submitting an on-time application under the terms of the former home LA's scheme, the new home LA will accept the application as on-time up to **10 February 2020**, on the basis that an on-time application already exists within the Pan-London system.
19. Tower Hamlets will participate in the application data checking exercise scheduled between **12 and 26 February 2020** in the Pan-London timetable in 3A.

20. All preferences for schools within Tower Hamlets LA will be considered by the relevant admission authorities without reference to rank order in accordance with paragraph 1.9 of the School Admissions Code 2014. When the admission authorities within Tower Hamlets have provided a list of applicants in criteria order to this LA, this LA shall, for each applicant to its schools for whom more than one potential offer is available, use the highest ranked preference to decide which single potential offer to make. [This is the 'Equal Preference System'.]
21. Tower Hamlets LA will carry out all reasonable checks to ensure that pupil rankings are correctly held in its LAS for all maintained schools and academies in Tower Hamlets before uploading data to the PLR.
22. Tower Hamlets LA will upload the highest potential offer available to an applicant for a school in this LA to the PLR by **20 March 2020**. The PLR will transmit the highest potential offer specified by the Maintaining LA to the Home LA.
23. The LAS of Tower Hamlets LA will eliminate, as a Home LA, all but the highest ranked offer where an applicant has more than one potential offer across maintaining LAs submitting information within deadline to the PLR. This will involve exchanges of preference outcomes between the LAS and the PLR (in accordance with the iterative timetable published in the Business User Guide) which will continue until notification that a steady state has been achieved or until **27 March 2020** if this is sooner.
24. Tower Hamlets LA will not make any additional offer between the end of the iterative process and **16 April 2020** which may impact on an offer being made by another participating LA.
25. Notwithstanding paragraph 24, if an error is identified within the allocation of places at maintained school or academy in Tower Hamlets, the LA will attempt to manually resolve the allocation to correct the error. Where this impacts on another LA (either as a home or maintaining LA) this LA will liaise with that LA to attempt to resolve the correct offer and any multiple offers which might occur. However, if another LA is unable to resolve a multiple offer, or if the impact is too far reaching, this LA will accept that the applicant(s) affected might receive a multiple offer.
26. Tower Hamlets LA will participate in the offer data checking exercise scheduled between **30 March and 9 April 2020** in the Pan-London timetable in 3A.
27. Tower Hamlets LA will send a file to the E-Admissions portal with outcomes for all resident applicants who have applied online no later than **14 April 2020**. (33 London LAs and Surrey only)

OFFERS

28. On **16 April 2020** Tower Hamlets LA will send a letter notifying parents of the school place provisionally offered. The letter will advise the following:
 - The name of the school at which a place is provisionally offered.
 - The procedure and documentation required for the parent(s) to accept the offer by **1 May 2020**
 - If applicable, the reasons why the child is not being offered a place at any of the schools they nominated on the CAF.

29. Parents who do not obtain an offer at a preferred school may apply to schools that still have vacancies. Children who have not been offered a place at any school and late applicants will be offered a place at a school with places remaining.
30. Tower Hamlets LA shall use various forms of the notification letter set out in Schedule 2. Parents will be required to accept or decline the offer with the school at which the place is being offered.
31. Tower Hamlets LA will compile destination data of all its resident applicants by the end of the summer term 2020.

POST OFFER

32. **Tower Hamlets** LA will request that resident applicants accept or decline the offer of a place by **30 April 2020**, or within two weeks of the date of any subsequent offer.
33. Where an applicant resident in Tower Hamlets LA accepts or declines a place at a school maintained by another LA by **30 April 2020**, Tower Hamlets LA will forward the information to the maintaining LA by **7 May 2020**. If information is received from applicants after **7 May 2010**, Tower Hamlets LA will pass it to the maintaining LA as it is received.
34. When acting as a maintaining LA, Tower Hamlets will place an applicant resident in the area of another LA on a waiting list of any higher preference school.
35. Where a waiting list is maintained by an admission authority of a maintained school or academy in this LA's area, the admission authority will inform this LA of a potential offer, in order that the offer may be made by the home LA.
36. Where a place becomes available in an oversubscribed maintained school or academy in this LA's area, it will be offered from a waiting list ordered in accordance with paragraph 2.14 of the School Admissions Code 2014.
37. Tower Hamlets will inform the home LA, where different, of an offer for a maintained school in Tower Hamlets LA's area which can be made to an applicant resident in the home LA's area, in order that the home LA can offer the place.
38. When acting as a maintaining LA, Tower Hamlets LA, and the admission authorities within it, will not inform an applicant resident in another LA that a place can be offered.
39. Tower Hamlets LA will offer a place at a maintained school in the area of another LA to an applicant resident in Tower Hamlets area, provided that the school is ranked higher on the Common Application Form than any school already offered.
40. Where Tower Hamlets LA is informed by a maintaining LA of an offer which can be made to an applicant resident in Tower Hamlets LA's area which is ranked lower on the Common Application Form than any school already offered, it will inform the maintaining LA that the offer will not be made.
41. Where Tower Hamlets LA, acting as a home LA, has agreed to a change of preference or preference order, it will inform any maintaining LA affected by the change. In such cases, paragraphs 39 and 40 shall apply to the revised order of preferences.
42. Tower Hamlets LA will inform the home LA, where different, of any change to an applicant's offer status as soon as it occurs.

43. Tower Hamlets LA will accept a change of preferences or preference order (including reinstated or additional preferences) from home LAs for maintained schools in its area.
44. Parents who wish their children's names to be placed on the waiting list of a higher ranked school to the one offered or to any of the preferred schools if an offer has not been possible must notify Pupil Services by **1 May 2020**.
45. Tower Hamlets will seek to ensure that a place is not offered at a school which is ranked on the CAF as a lower preference than any school already offered to a parent.
46. Tower Hamlets, when acting as the home LA, will make the initial offer of places after National Offer Day within a maximum of four weeks from that date .
47. Tower Hamlets, when acting as the home LA will, after preferences expressed in accordance with paragraph 4 above have been determined, accept additional preferences before the start of the school term. The number of additional preferences will be unrestricted.

APPEALS

48. Parents have the right of appeal against the refusal of a place at any of the schools for which they have applied. Parents wishing to appeal to a Tower Hamlets community school must do so by **15th May 2020**. Tower Hamlets voluntary schools may have different arrangements and parents will be advised to contact the individual school for information.

Proposed Scheme for the Co-ordination of Admissions to Year 7 in 2020/21

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

All children of born between 1 September 2009 and 31 August 2010 can start the Year 7 of secondary school in September 2020.

APPLICATIONS

1. Tower Hamlets LA will advise home LAs of their resident pupils on the roll of this LA's maintained primary schools and academies who are eligible to make application in the forthcoming application year.
2. Applications from residents of Tower Hamlets will be made on the authority's Common Application Form (CAF), which will be available and able to be submitted online. This will include all the fields and information specified in Schedule 1. These will be supplemented by any additional fields and information where deemed necessary by this LA to enable admission authorities in Tower Hamlets to apply their published oversubscription criteria.
3. Tower Hamlets will take all reasonable steps to ensure that every parent who is resident in this LA and has a child in their last year of primary education within a maintained school or academy, either in Tower Hamlets or any other maintaining LA, receives a copy of this LA's admissions booklet and CAF, **including details of how to apply online**. The admissions booklet will also be available to parents who do not live in Tower Hamlets, and will include information on how they can access their home LA's CAF.
4. Tower Hamlets LA and the admission authorities within this LA i.e. Bishop Challoner, Raine's and Sir John Cass Foundation Schools will use supplementary forms to collect information which is required by the school's published oversubscription criteria and not available through the CAF. The LA will seek to ensure that information collected is in accordance with paragraph 2.4 of the School Admissions Code 2014.
5. Where Tower Hamlets or the other admission authorities within the LA use a supplementary form, they will be available on the Tower Hamlets website. The Tower Hamlets admission booklet will indicate which schools in Tower Hamlets require supplementary forms to be completed and where they can be obtained. Such forms will advise parents that they must complete their Home LA's CAF. An application will not be considered to be a valid application unless the parent has also listed the school on their home LA's CAF, in accordance with the School Admissions Code 2014.
6. Applicants will be able to express a preference for six maintained secondary schools or Academies within and/or outside Tower Hamlets.
7. The order of preference given on the CAF will not be revealed to a school within the LA area in accordance with paragraph 1.9 of the School Admissions Code 2014. However, where a parent resident in this LA expresses a preference for schools in the area of another LA, the order of preference for that LA's schools will be revealed to that LA in order that it can determine the highest ranked preference in cases where an applicant is eligible for a place at more than one school in that LA's area.

8. Tower Hamlets LA undertakes to carry out address verification process as set out in its entry in the LIAAG Address Verification Register. This will in all cases include the validation of resident applicants against Tower Hamlets primary school data and the further investigation of any discrepancy. Where this LA is not satisfied as to the validity of an address of an applicant whose preference has been sent to a maintaining LA, it will advise the maintaining LA no later than the **12 December 2019**.
9. Tower Hamlets LA will confirm the status of any resident child for whom it receives a Common Application Form stating s/he is currently or previously a 'Child Looked After' and will provide any evidence requested by the maintaining LA in respect of a preference for a school in its area by **13 November 2019**.
10. Tower Hamlets LA will advise a maintaining LA of the reason for any preference expressed for a school in its area, in respect of a resident child born outside of their correct age cohort, and will forward any supporting documentation to the maintaining LA by the **13 November 2019**.

PROCESSING

11. Applicants resident within Tower Hamlets must return the CAF, which will be available and able to be submitted on-line, to this LA by **31 October 2019**. This closing date applies to all LAs participating in the Pan London co-ordinated admissions arrangements. However, Tower Hamlets LA will publish information which encourages applicants to submit their application by the **18 October 2019 (i.e. the Friday before half term)**, to allow sufficient time to process and check all applications before the mandatory date when data must be sent to the PLR.
12. Application data relating to all preferences for Tower Hamlets residents applying to maintained schools in the area of other participating LAs, which have been expressed within the terms of the Tower Hamlets scheme, will be up-loaded to the PLR by **13 November 2019**. Supplementary forms mistakenly sent with the CAF will be sent to maintaining LAs and TH admission authorities by the same date, where possible.
13. Tower Hamlets, in consultation with the admission authorities within its area and within the framework of the Pan-London Timetable in Schedule 3B, will determine its own timetable for the processing of application data and the application of published oversubscription criteria.
14. Tower Hamlets will accept late applications only if they are late for a good reason. Examples of what will be considered as good reason include: when a single parent has been ill during the relevant period, or has been dealing with the death of a close relative; a family has just moved into the area. Other circumstances will be considered and each case decided on its own merits.
15. Where such applications contain preferences for schools in other LAs, Tower Hamlets will forward the details to maintaining LAs via the PLR as they are received. Tower Hamlets will accept late applications which are considered to be on time within the terms of the home LA's scheme, providing they are uploaded to the PLR by the latest date i.e. **12 December 2019**.

16. If, after submitting an on-time application, an applicant moves from Tower Hamlets to another participating LA or vice versa, it will be accepted and treated as on-time up to **12 December 2019**. This is on the basis that an on-time application already exists within the Pan-London system.
17. Tower Hamlets LA will participate in the application data checking exercise scheduled between the **16 December 2019 and 2nd January 2020** in the Pan London Timetable in Schedule 3B.
18. All preferences for schools within Tower Hamlets will be considered by the relevant admission authorities without reference to rank order in accordance with paragraph 1.9 of the School Admission Code 2012. Once each Tower Hamlets admission authority has ranked its applicants in criteria order and provided its list to the LA, Tower Hamlets LA shall, for each applicant to its schools for whom more than one potential offer is available, use the highest ranked preference to decide which single potential offer to make. [This is the 'Equal Preference System']
19. Tower Hamlets LA will carry out all reasonable checks to ensure that pupil rankings are correctly held in its LAS for all maintained schools and academies in Tower Hamlets before uploading data to the PLR.
20. Tower Hamlets will upload the highest potential offer available to an applicant for a maintained school in this LA to the PLR by **3 February 2020**. The PLR will transmit the highest potential offer specified by the Maintaining LA to the Home LA.
21. The LAS of Tower Hamlets LA will eliminate, as a Home LA, all but the highest ranked offer where an applicant has more than one potential offer across Maintaining LAs submitting information within deadline to the PLR. This will involve exchanges of information between the LAS and the PLR (in accordance the iterative timetable published in the Business User Guide) which will continue until notification that a steady state is achieved (which the PLR will indicate), or until **14 February 2020** if this is sooner.
22. Tower Hamlets LA will not make an additional offer between the end of the iterative process and **2 March 2020**, which may impact on an offer being made by another participating LA.
23. Notwithstanding paragraph 22, if an error is identified within the allocation of places at a Tower Hamlets maintained school or academy, Tower Hamlets LA will attempt to manually resolve the allocation to the correct the error. Where this impacts on another LA (either as home or maintaining LA) Tower Hamlets LA will liaise with the other LA in an attempt to resolve the correct offer and any multiple offers. However, if the other LA is unable to resolve a multiple offer, or is the impact is too far reaching, Tower Hamlets LA will accept that the applicants affected might receive a multiple offer.
24. Tower Hamlets LA will participate in the offer data checking exercise scheduled between the **17 and 24 February 2020** in Pan London timetable in Schedule 3B.
25. Tower Hamlets LA will send a file to the E-Admissions portal with outcomes for all resident applicants who have applied online no later than **25 February 2020**. (33 London LAs and Surrey only).

OFFERS

26. Tower Hamlets LA will inform all residents applicants of their highest offer of a school place and, where relevant, the reason why higher preferences were not offered. Whether they were for schools in Tower Hamlets or in other participating LAs.
27. For Tower Hamlets residents for whom a place cannot be offered at any of the schools listed on the CAF on the **2 March 2020**. There will be an opportunity to state further preferences between March and Mid-April.
28. The Tower Hamlets LA outcome letter will include the information set out in schedule 2.
29. On **2 March 2020** Tower Hamlets LA will send by first class post notification of the outcome to resident applicants.
30. Tower Hamlets will provide its primary schools with destination data of its resident applicants by the end of February and provide updates at regular intervals throughout the summer term of 2020.

POST OFFER

31. Tower Hamlets secondary schools must contact successful applicants immediately after the **2 March 2020** to confirm the offer of a place and the arrangements for admission. The will notify Tower Hamlets LA of any pupils for whom an offer of place is declined and the reasons for this
32. Tower Hamlets LA will request that its resident applicants, who have been offered a place at a school maintained by another LA, accept or decline the offer by the **16 March 2020**, or within two weeks of the date of any subsequent offer.
33. Where an applicant resident in Tower Hamlets LA accepts or declines a place in a school maintained by another LA by **16 March 2020**, Tower Hamlets LA will forward the information to the maintaining LA by **23 March 2020**. Where such information is received from applicants after **16 March 2020**, Tower Hamlets LA will pass it to the maintaining LA as it is received.
34. Where a waiting list is maintained by an admission authority of a maintained school or academy in this LA's area, the admission authority will inform this LA of a potential offer, in order that the offer may be made by the home LA.
35. Where a place becomes available in an oversubscribed maintained school or academy in Tower Hamlets LA, it will be offered from a waiting list ordered in accordance with paragraph 2.14 of the School Admissions Code 2014.
36. When acting as a maintaining LA, Tower Hamlets will place an applicant resident in the area of another LA on a waiting list of any higher preference school in this LA's area. (Where this process is not automatic, it will be done immediately following a request from the home LA).
37. When acting as a maintaining LA, Tower Hamlets LA will inform the home LA, where different, of an offer for a maintained school or Academy in the Tower Hamlets area which can be made to an applicant resident in the home LA's area, in order that the home LA can offer the place.

38. When acting as a maintaining LA, Tower Hamlets LA, and the admission authorities within it, will not inform an applicant resident in another LA that a place can be offered.
39. When acting as a home LA, Tower Hamlets LA will offer a place at a maintained school or Academy in the area of another LA to an applicant resident in its area, provided that the school is ranked higher on the Common Application Form than any school already offered.
40. When acting as a home LA, when Tower Hamlets LA is informed by a maintaining LA of an offer which can be made to an applicant resident in Tower Hamlets which is ranked lower on the Common Application Form than any school already offered, it will inform the maintaining LA that the offer will not be made.
41. When acting as a home LA, Tower Hamlets LA has agreed to a change of preference or preference order it will inform any maintaining LA affected by the change. In such cases, paragraphs 39 and 40 shall apply to the revised order of preferences.
42. When acting as a maintaining LA, Tower Hamlets LA will inform the home LA, where different, of any change to an applicant's offer status as soon as it occurs.
43. When acting as a maintaining LA, Tower Hamlets LA will accept a change of preferences or preference order (including reinstated or additional preferences) from home LAs for maintained schools and academies in its area.
44. The Tower Hamlets LA secondary admissions booklet explains how waiting lists operate. In-Year admissions will be in accordance with the co-ordinated in-year admission scheme.
45. Tower Hamlets, when acting as the home LA, will make the initial offer of places after National Offer Day within a maximum of four weeks from National Offer Day.
46. Tower Hamlets, when acting as the home LA will, after preferences expressed in accordance with paragraph 6 above have been determined, accept additional preferences before the start of the school term. The number of additional preferences will be unrestricted.

APPEALS

47. Parents have the right of appeal against the refusal of a place at any of the schools for which they have applied. Parents wishing to appeal to a Tower Hamlets community school must do so by **30 March 2020**. Tower Hamlets voluntary schools may have different arrangements and parents will be advised to contact the individual school for information.

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

Child's details:

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

Parent(s) / Carer(s) details:

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

Preference details (up to 6)

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

Additional information:

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

Other:

Declaration and signature of parent or carer
Date of signature

Tower Hamlets Co-ordinated Admission Scheme
(Template Outcome Letter for Admissions to Reception and Year 7 in 2020/21)

From: Home LA

Date: **2 March 2020 (sec)**
16 April 2020 (prim)

Dear Parent,

Application to School

I am writing to advise you that there is a place for «pupil_firstname» «pupil_surname» at _____ School for September 2020. This offer is subject to you providing the school with proof of your child's date of birth and current address by the _____ (2 weeks from date of offer).

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

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

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

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

You have the right of appeal against the decision not to offer a place at your preferred school(s). If the appeal is for a Tower Hamlets school please use the enclosed appeal form. You **must** state

your reasons for appealing and return it in the reply paid envelope by _____. You should use a separate appeal form for every school you appeal for.

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

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

Yours sincerely

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

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

Please confirm that you wish to accept the place at X School by completing the reply slip below. If you do not wish to accept the place, you will need to let me know what alternative arrangements you are making for your child's education. Please return the reply slip by 15th March 2020 (secondary) / 1 May 2020 (primary).

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

15 Jan 2020	Statutory deadline for receipt of applications
5 Feb 2020	Deadline for the transfer of application information by the Home LA to the PLR (ADT file)
10 Feb 2020	Deadline for the upload of late applications to the PLR.
12 Feb – 26 Feb 2020	Checking of application data
20 Mar 2020	Deadline for the transfer of potential offer information from the maintaining LAs to the PLR (ALT file).
26 Mar 2018	Final ALT file sent to PLR
27 Mar – 9 Apr 2020	Checking of offer data
14 Apr 2020	Deadline for on-line ALT file to portal
16 Apr 2020	Notification letters posted.
1 May 2020	Deadline for receipt of acceptances
1 May 2020	Deadline to request a place on a school Waiting List
7 May 2020	Deadline for transfer of acceptances to maintaining LAs
15 May 2020	Closing date for appeals to be lodged

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

19 Oct 2019	Published closing date (Friday before half-term)
31 Oct 2019	Statutory deadline for submission of the Common Application Form by parents to home local education authority.
13 Nov 2019	Deadline for the transfer of application information by the Home LA to the PLR.
13 Dec 2019	Deadline for the upload of late applications to the PLR.
16 Dec 2019 - 2 Jan 2020	Checking of application data
3 Feb 2020	Deadline for the transfer of potential offer information from the Maintaining LAs to the PLR.
14 Feb 2020	Final ALT file to PLR
17 - 24 Feb 2020	Checking of offer data
25 Feb 2020	Deadline for on-line ALT file to portal
2 Mar 2020	The Offer Day – the date on which notification letters are sent out.
16 Mar 2020	Deadline for Tower Hamlets residents to confirm acceptance of a place at an out-borough school.
23 Mar 2020	Deadline for transfer of acceptances to maintaining LAs
30 Mar 2020	Closing date for appeals to be lodged

Secondary Transfer 2020

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



Admissions stamp only

Date received

ID

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

- | | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> • Bow School • Central Foundation Girls • George Green's • Langdon Park • London Enterprise Academy | <ul style="list-style-type: none"> • Morpeth • Mulberry Academy Shoreditch
<small>(formerly Green Sorino Academy Shoreditch)</small> • Mulberry School for Girls • Oaklands • Raine's Foundation | <ul style="list-style-type: none"> • Sir John Cass's Foundation • St Paul's Way Trust • Stepney Green • Swanlea |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|

1 Child's Detail

First names:

Last name:

Sex: Male Female Date of Birth Day Month Year

Home address:

Name of your child's primary school:

Borough of primary school:

2 Children with additional needs

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

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

3 Parent's or carer's details

Title: Mr Mrs Ms Miss

First name:

Last name:

Home address:
 (if different from above)

Home phone number:

Daytime phone number:

Home Local Authority:

4 Preferences for secondary school

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

Is this your eldest child? Yes No

Is this your eldest son? Yes No

Is this your eldest daughter? Yes No

Band

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

Preference 1

Preference 2

Preference 3

Preference 4

Preference 5

Preference 6

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

First names:

Last name:

Sex: Male Female Date of Birth Day Month Year

5 Declaration and signature of the parent or carer

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

Signature:

Date:

Please complete and return to: Pupil Services, Mulberry Place, 5 Clove Crescent, London E14 2BG. Fax: 0207 364 4311 by 31st October 2019

London Borough of Tower Hamlets

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



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**TOWER HAMLETS CHILDREN'S SERVICES
DETERMINED COORDINATED SCHEME FOR
IN-YEAR ADMISSIONS in 2020/21**



Version: 1.0
Date issued: 5th November 2018
Prepared by: Pupil Services
Children's Services Directorate
Review Date: November 2019



THE TOWER HAMLETS LA SCHEME FOR CO-ORDINATED IN-YEAR ADMISSIONS IN 2020/21

DEFINITIONS

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

INTRODUCTION

This document outlines the co-ordinated In-Year school admissions arrangements in the London Borough of Tower Hamlets for the 2020/21 academic year. These arrangements are set out in accordance with the mandatory requirements in the School Admissions Code (Dec 2014) and apply to admission arrangements for admission in the school year 2019/20.

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

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

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

ADMISSION NUMBERS

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

APPLICATIONS

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

PROCESSING

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

NOTIFICATION OF OUTCOME:

CHILDREN WITHOUT A SCHOOL PLACE

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

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

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

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

CHILDREN WHO ARE CURRENTLY IN SCHOOL (SCHOOL TRANSFER)

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

POST OFFER

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

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

APPEALS

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

WAITING LISTS

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

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PUBLISHED ADMISSION NUMBERS FOR SCHOOLS IN TOWER HAMLETS (2020/21)

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

These schools have places reserved for children with special education needs and disabilities (SEND)

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

* Proposed reduction in the PAN from 75 to 60, as well as at the linked Lawdale Juniors School.

These schools have places reserved for children with special education needs and disabilities (SEND)

No	Nursery and Primary Schools	Catchment Area	Nursery Class/ Early Years Unit	Type of School and Age Range	Number of places (Published Admission Number)	
25.	English Martyrs RC St Mark Street, E1 8DJ	N/A	Yes	Voluntary 3-11	30	
26.	Globe Gawber Street, E2 0JH	1	Yes	Community 3-11	45	#
27.	Guardian Angels RC Whitman Road, E3 4RB	N/A	No	Voluntary 4-11	30	
28.	Hague Wilmot Street, E2 0BP	6	Yes	Community 3-11	30	#
29.	Halley Halley Street, E14 7SS	1	Yes	Community 3-11	30	
30.	Harbinger Cahir Street, E14 3QP	4	Yes	Community 3-11	45	
31.	Harry Gosling Fairclough Street, E1 1NT	5	Yes	Community 3-11	60	
32.	Harry Roberts Commodore Street, E1 4PF	6	Yes	Nursery 3-5	N/A	
33.	Hermitage Vaughan Way, E1W 2PT	5	Yes	Community 3-11	45	
34.	John Scurr Cephas Street, E1 4AX	1	Yes	Community 3-11	60	
35.	Kobi Nazrul Settles Street, E1 1JP	6	Yes	Community 3-11	30	
36.	Lansbury Lawrence Cordelia Street, E14 6DZ	3	Yes	Community 3-11	60	
37.	Lawdale Juniors Mansford Street, E2 6LS	6	N/A	Community 7-11	N/A*	

* Proposed reduction in the PAN from 75 to 60, as well as at the linked Elizabeth Selby Infants School.

These schools have places reserved for children with special education needs and disabilities (SEND)

No	Nursery and Primary Schools	Catchment Area	Nursery Class/ Early Years Unit	Type of School and Age Range	Number of places (Published Admission Number)	
38.	Malmesbury Coborn Street, E3 2AB	2	Yes	Community 3-11	75	
39.	Manorfield Wyvis Street, E14 6QD	3	Yes	Community 3-11	90	
40.	Marion Richardson Senrab Street, E1 0QF	1	Yes	Community 3-11	60	
41.	Marner Devas Street, E3 3LL	3	Yes	Community 3-11	90	
42.	Mayflower Upper North Street, E14 6DU	3	Yes	Community 3-11	50	
43.	Mowlem Mowlem Street, E2 9HE	6	Yes	Community 3-11	30	
44.	Old Church Walter Terrace, E1 0RJ	1	Yes	Nursery 3-5	N/A	
45.	Old Ford Wrights Road, E3 5LD	2	Yes	Academy 3-11	90	
46.	Old Palace St Leonards Street, E3 3BT	2	No	Community 4-11	60	
47.	Olga Lanfranc Road, E3 5DN	2	Yes	Community 3-11	90	
48.	Osmani Vallance Road, E1 5AD	6	Yes	Community 3-11	60	
49.	Our Lady & St Joseph Wades Place, E14 0DE	N/A	Yes	Voluntary 3-11	60	
50.	Rachel Keeling Morpeth Street, E2 0PS	1	Yes	Nursery 3-5	N/A	

These schools have places reserved for children with special education needs and disabilities (SEND)

No	Nursery and Primary Schools	Catchment Area	Nursery Class/ Early Years Unit	Type of School and Age Range	Number of places (Published Admission Number)	
51.	Redlands Redman's Road, E1 3AQ	1	Yes	Community 3-11	60	
52.	Seven Mills Malabar Street, E14 8LY	4	Yes	Community 3-11	30	
53.	Shapla Wellclose Square, E1 8HY	5	Yes	Community 3-11	30	
54.	Sir William Burrough Salmon Lane, E14 7PQ	N/A	Yes	Academy 3-11	45	
55.	Smithy Street Smithy Street, E1 3BW	1	Yes	Community 3-11	60	
56.	Solebay Solebay Street, E1 4PW	1	Yes	Academy 3-11	50	
57.	St Agnes RC Rainhill Way, E3 3ER	N/A	Yes	Voluntary 3-11	30	
58.	St Anne's RC Underwood Road, E1 5AW	N/A	Yes	Voluntary 3-11	45	
59.	St Edmund's RC Westferry Road, E14 3RS	N/A	Yes	Voluntary 3-11	30	
60.	St Elizabeth's RC Bonner Road, E2 9JY	N/A	Yes	Voluntary 3-11	60	
61.	St John's CE Peel Grove, E2 9LR	N/A	Yes	Voluntary 3-11	30	
62.	St Luke's CE Saunders Ness Road, E14 3EB	N/A	Yes	Voluntary 3-11	60	
63.	St Mary & St Michael RC Commercial Road, E1 0BD	N/A	Yes	Voluntary 3-11	60	
64.	St Matthias CE Bacon Street, E2 6DY	N/A	Yes	Voluntary 3-11	30	

These schools have places reserved for children with special education needs and disabilities (SEND)

No	Nursery and Primary Schools	Catchment Area	Nursery Class/ Early Years Unit	Type of School and Age Range	Number of places (Published Admission Number)	
65.	St Paul's CE Wellclose Square, E1 8HY	N/A	Yes	Voluntary 3-11	30	
66.	St Paul's Way Foundation Wallwood Street E14 7BW	3	Yes	Academy 3-18	60	
67.	St Paul's With St Luke's CE Leopold Street, E3 4LA	N/A	Yes	Voluntary 3-11	30	
68.	St Peter's (London Docks) CE Garnet Street, E1W 3QT	N/A	Yes	Voluntary 3-11	30	
69.	St Saviours CE Chrisp Street, E14 6BB	N/A	Yes	Voluntary 3-11	30	
70.	Stebon Wallwood Street, E14 7AD	3	Yes	Academy 3-11	90	
71.	Stepney Greencoat CE Norbiton Road, E14 7TF	N/A	No	Voluntary 4-11	30	
72.	Stewart Headlam Tapp Street, E1 5RE	6	Yes	Community 3-11	60	
73.	The Clara Grant Knapp Road, E3 4BU	3	Yes	Academy 3-11	60	
74.	Thomas Buxton Buxton Street, E1 5AR	6	Yes	Community 3-11	60	
75.	Virginia Virginia Road, E2 7NQ	6	Yes	Community 3-11	30	
76.	Wellington Wellington Way, E3 4NE	2	Yes	Community 3-11	60	
77.	William Davis Cheshire Street, E2 6EU	6	Yes	Community 3-11	30	
78.	Woolmore Woolmore Street, E14 0EW	3	Yes	Community 3-11	90	

These schools have places reserved for children with special education needs and disabilities (SEND)

No.	Secondary Schools	Address	Post code	Type of School and Age Range	No. of Places (Published Admission Number)	
1.	Bishop Challoner Boys	Commercial Road	E1 0LB	Voluntary Aided 11- 18	120	
2.	Bishop Challoner Girls	Commercial Road	E1 0LB	Voluntary Aided 11 - 18	150	
3.	Bow School	Twelvetrees Crescent	E3 2QW	Community 11 - 19	240*	
4.	Canary Wharf College Crossharbour	East Ferry Road	E14 3BA	Free School 11 - 19	81	
5.	Central Foundation Girls	Bow Road	E3 2AE	Voluntary Aided 11 -19 †	240	
6.	George Green's	Manchester Road	E14 3DW	Voluntary Controlled 11-19 †	210	#
7.	Langdon Park	Bright Street	E14 0RZ	Community 11 - 19	180	
8.	London Enterprise Academy	Commercial Road	E1 1LA	Free School 11 - 16	120	
9.	Morpeth School	Portman Place	E2 0PX	Community 11 - 18	240	
10.	Mulberry Academy Shoreditch	Gosset Street	E2 6NW	Academy 11 – 19 †	180	
11.	Mulberry School for Girls	Richard Street	E1 2JP	Academy 11-18 †	240	
12.	Mulberry UTC	Parnell Road	E3 2RU	University Technology College 14-19	N/A	
13.	Oaklands	Old Bethnal Green Road	E2 6PR	Community 11 - 18	130	
14.	Raine's Foundation	Approach Road	E2 9LY	Voluntary Aided 11 - 18	150	
15.	Sir John Cass's Foundation	Stepney Way	E1 0RH	Voluntary Aided 11 - 19	208	
16.	St Paul's Way Trust	St Paul's Way	E3 4FT	Foundation Trust 4 - 19	240	#
17.	Stepney Green Boys	Ben Jonson Road	E1 4SD	Academy 11 -18 †	190	
18.	Swanlea	Brady Street	E1 5DJ	Community 11 - 19	210	
19.	Wapping High School	Commercial Road	E1 2DA	Free School 11 - 16	84	

* Proposed reduction in the PAN from 270 to 240.

† These schools have adopted the local authority's admissions policy for community schools.

These schools have places reserved for children with special education needs and disabilities (SEND)

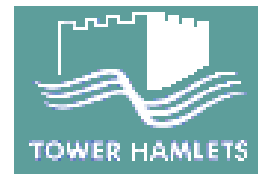
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TOWER HAMLETS CHILDREN'S SERVICES

**Consultation on a proposed reduction in the
Published Admission Number (PAN) for Elizabeth
Selby Infants and Lawdale Junior Schools with effect
from September 2020**



Version: 1.0
Date issued: 5th November 2018
Prepared by: Pupil Services
Children's Services Directorate
Review date: November 2019



1. Background

- 1.1 The current Published Admission Number (PAN) for Elizabeth Selby Infants and Lawdale Junior Schools is 75. This means that the number of children admitted into the schools at their points of entry (i.e. reception and Year 3) each year is a maximum of 75.
- 1.2 The overall capacity of each School (maximum number on roll) has been set at 225 and 300 respectively made up of 75 children in each year from Reception to Year 2 and from Year 3 to Year 6.
- 1.3 There is limited teaching and outdoor space for the pupils at each school and they are located in an area of surplus primary places. The Local Authority would therefore like to reduce the Published Admission Number from 75 to 60 places in Reception at Elizabeth Selby Infants and in Year 3 at Lawdale Juniors.
- 1.4 The Regulations and Code of Practice relating to school admissions no longer require an admissions authority to consult when maintaining or increasing a school's PAN, but there remains a requirement to consult when the proposal is to reduce the PAN. The Local Authority, as the admissions authority, is therefore seeking comments on the proposed change.

2. Specific Proposal

- 2.1 The Local Authority proposes to reduce the published admission number of each school from 75 to 60 places with effect from September 2020.
- 2.2 This means that the number of places available for children in Reception in 2020 – and all subsequent Reception and Year 3 intakes – will be 60. For children who already have a place at the school in other year groups there will be no change but the admission number for all other years will reduce to 60.
- 2.3 This is the only proposed change to the admission criteria. All other criteria, including oversubscription, will remain the same. Children in Elizabeth Selby Infants will continue to be given priority when applying for a transfer to Lawdale Junior School at the start of Year 3.
- 2.4 Factors that have been considered by the Local Authority and School Governing Bodies when deciding to consult on this proposal include:
 - The schools are on limited sites with restricted space.
 - They are located in Bethnal Green where there continues to be a falling demand for primary school places, resulting in a significant surplus across the area. Through this reduction in need, with the schools being close to other established primary schools, places have not been filled over the past five admission years.
 - The total number of pupils currently on roll at both schools is 425 and is well below the existing PAN of 525.
 - The pupil numbers at each school are stable as a two form entry (60 places) and the proposal to reduce the PAN is supported by the Governing Body.

- 2.5 The Local Authority firmly believes that reducing the PAN will assist the schools to provide stability in their long-term planning and allow them to secure high quality educational outcomes for the pupils currently on roll, whilst ensuring that an appropriate number of places are provided for future pupil numbers, in line with demand.

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TOWER HAMLETS CHILDREN'S SERVICES

**Consultation on a proposed reduction in the
Published Admission Number (PAN) for Bow
Secondary School with effect from September 2020**



Version: 1.0
Date issued: 5th November 2018
Prepared by: Pupil Services
Children's Services Directorate
Review date: November 2019



1. Background

- 1.1 The current Published Admission Number (PAN) for Bow Secondary School is 270. This means that the number of children admitted into the school at Year 7 (the standard point of entry) is a maximum of 270.
- 1.2 The overall capacity of the school (maximum number on roll) has previously been set at 1,350, made up of 270 children in each year from Year 7 to Year 11.
- 1.3 In addition, to the Bow's statutory provision (Year 7 to Year 11), the school also has a growing sixth form provision. The limited teaching and outdoor space does not enable the school to effectively accommodate a 1,350 statutory-aged pupils as well as a sixth form. The Local Authority would therefore like to reduce the Published Admission Number from 270 to 240 places.
- 1.4 The Regulations and Code of Practice relating to school admissions no longer require an admissions authority to consult when maintaining or increasing a school's PAN, but there remains a requirement to consult when the proposal is to reduce the PAN. The Local Authority, as the admissions authority, is therefore seeking comments on the proposed change.

2. Specific Proposal

- 2.1 The Local Authority proposes to reduce the published admission number of Bow Secondary School from 270 to 240 places with effect from September 2020.
- 2.2 This means that the number of places available for children in Year 7 in 2020 – and all subsequent Year 7 intakes – will be 240. For children who already have a place at the school in other year groups there will be no change but the admission number for all other years will reduce to 240.
- 2.3 This is the only proposed change to the admission criteria. All other criteria, including oversubscription, will remain the same.
- 2.4 Factors that have been considered by the Local Authority and School's Governing Body when deciding to consult on this proposal include:
 - The limited teaching and outdoor space available at the school.
 - The School's places have not been filled over the past five admission years, despite increases in demand for secondary school places in the borough.
 - The total number of pupils currently on roll at the school is 1,104 and is still well below what would be the school's reduced capacity of 1,200.
 - There is enough available provision across the area to ensure that this change will not impact on parental preference outcomes.
 - The proposal to reduce the PAN will support the school to improve educational standards, and is supported by the school's Governing Body.

- 2.5 The Local Authority firmly believes that reducing the PAN will assist the schools to provide stability in their long-term planning and allow them to secure high quality educational outcomes for the pupils currently on roll, whilst ensuring that an appropriate number of places are provided for future pupil numbers, in line with demand.

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TOWER HAMLETS CHILDREN'S SERVICES

School Admission Arrangements Public Consultation Responses 2020/21



Version: 1.0
Date issued: 7th January 2019
Prepared by: Pupil Services
Children's Services Directorate
Review Date: January 2020



1. Introduction

Tower Hamlets Council consults on its school admissions arrangements each year, even where no changes have been made, to ensure that its arrangements continue to be fair and transparent and that as many parents as possible can obtain a place for their child at one of their preferred schools. An annual consultation is particularly important to those who might not have previously been interested in school admission arrangements, perhaps because they did not yet have a child approaching school age.

The consultation provided opportunity for respondents to comment on the following admissions arrangements for the 2020/21 academic year:

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

- Nursery Schools/Classes
- Primary Schools
- Secondary Schools

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

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

(C) Proposed Published Admission Numbers for schools in Tower Hamlets;

Three significant changes were proposed for admissions in 2020/21:

1. A proposal to change the existing oversubscription criteria for admission to community nursery schools/classes to include priority for the children of staff.
2. A reduction in the Published Admission Number at the linked Elizabeth Selby Infants and Lawdale Juniors Schools from 75 to 60 places.
3. A reduction in the Published Admission Number at Bow Secondary School from 270 to 240 places.

The consultation period ran for a total of 9 weeks (7 weeks during term-time) from 5th November 2018 until 4th January 2019. The consultation was conducted online, with an option to request a paper copy of the questionnaire. There were a total of 39 responses to the consultation. 38 of these were responses from individuals to the online/paper questionnaire. There was a further collective response from the Tower Hamlets Admissions Forum – a group representative of key stakeholders including, parents, headteachers, diocesan bodies, Council of Mosques and community organisations. The Forum's role is to consider and promote a fair and effective schools admission system, which advances social equity and inclusion, ensuring that the interests of local parents and children come first. The Forum's comments are included separately in each section.

4. Communication

The table below includes the communication methods that were used to advertise and promote the consultation:

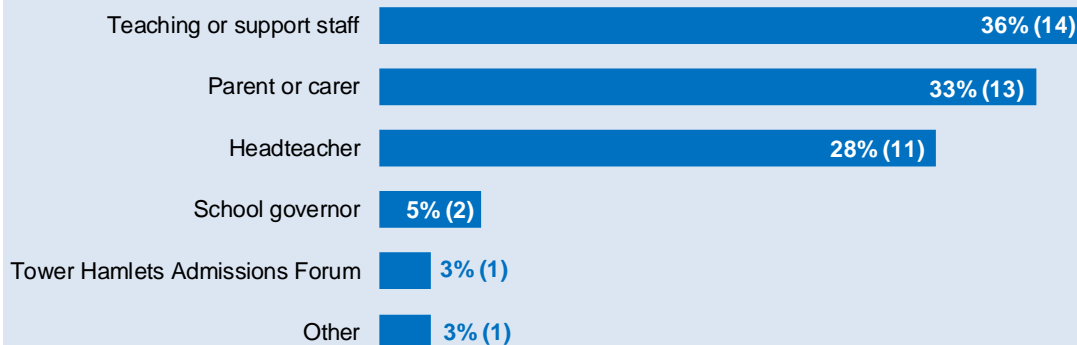
Communication medium	Communication reach	Date actioned
Link on Tower Hamlets council website, intranet page and social media platforms	All local residents, businesses and staff employed by the Council	November 2018 to January 2019

Communication medium	Communication reach	Date actioned
Email to all governors via Governor Services with information on consultation opportunity	All governors	November 2018
Email to all neighbouring local authorities seeking their views	All neighbouring local authorities	November 2018
Pupil Services staff advertise on email signatures	Borough and council wide reach	November 2018 to January 2019
Our East End Newspaper advert	Local residents and businesses	November 2018
East London Advertiser Newspaper advert	Local and neighbouring borough residents and businesses	November 2018
Weekly Desh Newspaper advert	Wider community reach including hard to reach communities	November 2018
Bangla Mirror online advert	Wider community reach including hard to reach communities	November 2018
Head Teachers Bulletin, Primary and Secondary Heads Consultative, direct email to all Tower Hamlets Headteachers	All head teachers employed by the local authority	November/ December 2018
Members bulletin	All elected members asking for support to engage the local community	November 2018
Admissions Forum – agenda item for discussion and response	Members of the Forum	December 2018
Collective of Bangladeshi Governors	Governors	November 2018
Tower Hamlets under 5's providers including Children's Centres, Playgroups and Nurseries	Email and letter	November 2018
Parent and Carer Council meeting	Local parents and carers	December 2018

3. Profile of respondents

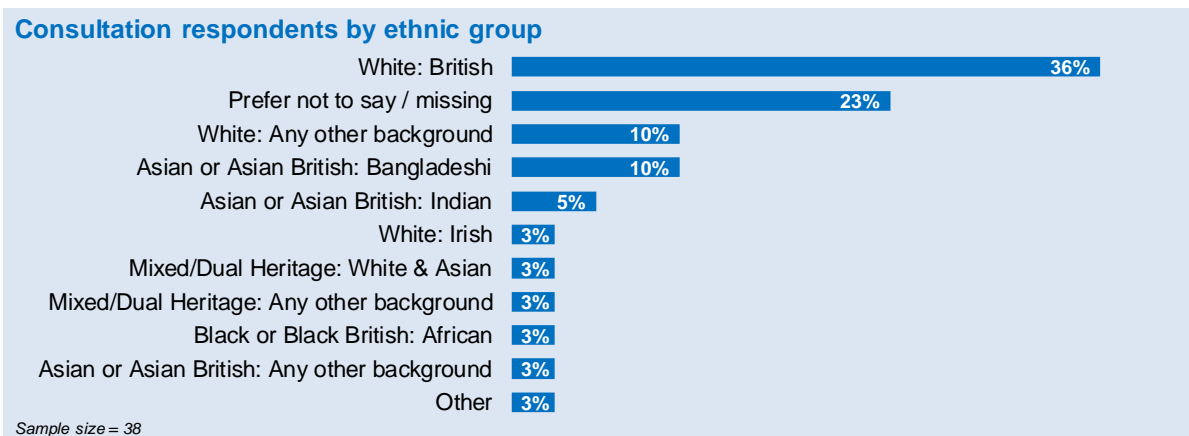
3.1 Role

Consultation respondents by role



Note: Totals of percentages add up to more than 100% and counts add up to more than the total sample size (39) because respondents could have more than one role (e.g. both a parent and staff).

3.2 Ethnicity



3.3 Disability

Two respondents (5%) stated that they were disabled, as defined under the Equality Act 2010, and the remaining 36 respondents (95%) stated that they were not disabled.

4. Results analysis

4.1 Nursery Admissions

Respondents were asked to consider a proposal to change the existing oversubscription criteria for admission to community nursery schools and classes to include priority for children of staff, after children who are admitted under the sibling criterion. To qualify, staff must have been employed at the school for two or more years or who have been recruited to fill a vacancy for which there is a demonstrable skills shortage. Priority will be limited to one place for each nursery class. This brings the policy for nursery admissions in line with that of community primary and secondary schools.

Out of 38 individual responses, 30 respondents (79%) agreed with the proposal. Those who provided additional comment said that they supported the proposal because it would improve staff recruitment and retention, which would, in turn, improve educational standards. 8 respondents (21%) did not agree with the proposal. Reasons for this were that:

- Children should attend the school closest to their home so that they can be a part of their local community;
- Priority should be based on proximity to the school;
- There may be favouritism towards the children of staff in school.

The Tower Hamlets Admissions Forum agreed with the proposal to improve staff recruitment and retention, and to bring the policy in line with that of community primary and secondary schools.

Local Authority Response

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

4.2 Community Primary School Admissions

There are no proposed changes to the admissions policy and oversubscription criteria for admission to community primary schools for the 2020/21 school year. Consultation respondents were invited to provide comments on the existing arrangements. 11 respondents provided comments which are summarised as follows:

- The policy and oversubscription criteria are an example of good practice, are fair and should be followed by all primary schools in the borough.
- Catchment areas should be reviewed:
 - Because they can disadvantage families living on the borders of catchment areas, who may live close to schools outside of their catchment area;
 - Because they are too small and limit parental choice.
- The oversubscription criteria should be revised to:
 - Remove priority for pupils with Education, Health and Care Plans as this does not require children to attend a 'specific' school;
 - Guarantee children of siblings a place at the school;
 - Remove priority for children of staff;
 - Give highest priority for children living closest to the school.

The Tower Hamlets Admissions Forum supports the scheme but did not provide any further comment.

Local Authority Response

Tower Hamlets Council seeks to operate an admissions system that provides equal and fair opportunities to all applicants, and must also comply with the Department for Education's School Admissions Code. This requires the Local Authority to have due regard for vulnerable children and those with additional needs. The LA's admissions arrangements continue to ensure positive outcomes for Tower Hamlets residents, with a high proportion of children gaining a place at a nearby primary school. The percentage of Tower Hamlets children securing a place at one of their top three preferences (96.5%) remains above the London average (96.1%).

The LA's primary school catchment areas aim to ensure equal opportunities for children living in areas where there are limited options in applying for a school place. They have been designed to take into account geographical boundaries (such as main roads) to allow for safe walking journeys. There is a need for periodic review and modification to the catchment areas, based on changes to the pupil population and the Council's plans to reorganise and develop primary provision in parts of the borough. Any proposed changes to catchment areas will undergo a public consultation.

Although the local authority cannot guarantee a school place for children of siblings, historically all applicants who applied on time under this criterion have been offered a place at their preferred school.

4.3 Community Secondary School Admissions

There are no proposed changes to the admissions policy and oversubscription criteria for admission to community secondary schools for the 2020/21 school year. Consultation respondents were invited to provide comments on the existing arrangements. 6 respondents provided comments which are summarised as follows:

- The policy and oversubscription criteria are ‘excellent practice’, fair and should be followed by all secondary schools in the borough.
- Admissions arrangements should make it easier for pupils to attend school in another borough to increase parental preference.

The Tower Hamlets Admissions Forum supports the scheme but did not provide any further comment.

Local Authority Response

The outcomes for children starting secondary school remain positive, with 91.2% of pupils securing a place at one of their top three preferences, which is considerably higher than the London average of 87.3%.

The oversubscription criteria for Tower Hamlets community schools give priority to children living closest to the school, regardless of their borough of residence. Admissions arrangements for schools in other London boroughs are determined by the relevant Local Authority, however there is a coordinated scheme which enables parents to apply for schools in their own borough and in other boroughs using a single application form.

4.4 Co-ordinated schemes for Reception and Year 7

In line with arrangements in other London boroughs, Tower Hamlets has a system to co-ordinate the arrangements for children to start primary school in the Reception year and to transfer to secondary school in Year 7. This is known as the Pan-London Co-ordinated System, and it enables parents to apply for schools in their own borough and in other boroughs using a single application form.

There are no proposed changes to the co-ordinated scheme for Reception and Year 7 admissions for the 2020/21 school year. Consultation respondents were invited to provide comments on the existing arrangements. 6 respondents provided comments which are summarised as follows:

- The current system is ‘excellent practice’ and works well.
- The policy of Reception pupils moving to a higher preference school during the first term (where a place becomes available) is disruptive and makes it challenging for school staff to establish class identity and stability.

The Tower Hamlets Admissions Forum supports the scheme but did not provide any further comment.

Local Authority Response

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

In accordance with the School Admissions Code, the LA must ensure that where a place is available, children are offered a place at their highest preference of school. The LA seeks to offer these places at the earliest opportunity.

4.5 Co-ordinated scheme for in-year admissions and transfers

Tower Hamlets co-ordinates applications made during the school year and outside the standard points of entry (Reception and Year 7), known as 'in-year admissions'.

There are no proposed changes to the co-ordinated scheme for in-year admissions and transfers for the 2020/21 school year. Consultation respondents were invited to provide comments on the existing arrangements. 7 respondents provided comments which are summarised as follows:

- The current arrangements are 'excellent practice' and are the most effective way for ensuring that children are tracked, monitored and placed in education as quickly as possible.
- All schools in the borough should follow the in-year admissions procedures.
- The previous change from six to three in-year admissions points is welcome as it helps promote stability in schools.
- The processing of in-year applications can be slow.
- In-year admissions should always endeavour to place children before the School Census.

The Tower Hamlets Admissions Forum supports the scheme but did not provide any further comment.

Local Authority Response

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

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

The LA will seek to improve its processes to ensure that applications are processed quickly and children are placed in school at the earliest opportunity.

4.6 Published Admission Numbers for schools in Tower Hamlets

The Published Admission Number (PAN) sets out the maximum number of children that each school will admit to the Reception year (Primary), Year 3 (Junior), Year 7 (Secondary) or Year 9 (UTC). Consultation respondents were asked to consider reductions in the PAN at three Tower Hamlets community schools: Elizabeth Selby Infants, Lawdale Juniors, and Bow Secondary.

Elizabeth Selby Infants & Lawdale Juniors Schools

The LA is proposing to permanently reduce the PAN at the linked Elizabeth Selby & Lawdale Juniors Schools from 75 to 60 places from 2020/21. This is because the schools' places have not been filled over the past five admission years; there is restricted teaching and outdoor space; and there is a falling demand for primary school places in the local area.

Out of the 35 individual responses to this question, 31 respondents (89%) agreed with the proposal. 4 respondents (11%) disagreed with the proposal. The reasons given were that the proposal would increase class sizes at the school, and that provision should be increased elsewhere if reduced at these schools.

The Tower Hamlets Admissions Forum agreed with the proposal, as it recognised that the proposal would not limit parental choice (due to falling rolls in the area) and would enable the school to better organise its provision.

Local Authority Response

The Local Authority firmly believes that reducing the PAN will assist the schools to provide stability in their long-term planning and allow them to secure high quality educational outcomes for the pupils currently on roll, whilst ensuring that an appropriate number of places are provided for future pupil numbers, in line with demand.

The proposal would enable the school to organise on the basis of classes of 30, in line with statutory guidelines and the vast majority of community schools. Whilst this is an increase from the current class sizes of 25, it will help the school to improve financial viability at a time when schools are under considerable budget pressures.

Bow Secondary School

The LA is proposing to permanently reduce the PAN at the Bow Secondary School from 270 to 240 from 2020/21. This is because the school's places have not been filled over the past five admission years, and there is limited teaching and outdoor space to accommodate the school's statutory and sixth form provision.

Out of the 35 individual responses to this question, 32 respondents (91%) agreed with the proposal. 3 respondents (9%) disagreed with the proposal. The reasons given were that the proposal would increase class sizes at the school, that provision should be increased elsewhere if reduced at the school, and that other secondary schools have higher admissions numbers.

The Tower Hamlets Admissions Forum agreed with the proposal, as it recognised that the proposal would enable the school to better organise its provision.

Local Authority Response

The Local Authority firmly believes that reducing the PAN will assist the school to provide stability in their long-term planning and allow them to secure high quality educational outcomes for the pupils currently on roll, whilst ensuring that an appropriate number of places are provided for future pupil numbers, in line with demand.

The proposal will not increase class sizes at Bow. The total number of pupils currently on roll at the school is 1,104, which is still well below what would be the school's

reduced capacity of 1,200.

There is enough available provision across the area to ensure that this change will not impact on parental preference outcomes. The LA also has plans in place to develop two secondary schools (London Dock and Westferry) to increase secondary provision in the borough.

Bow currently has the highest PAN in the borough. No other school has a PAN higher than 240, so this change would bring Bow in line with other local schools.

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TOWER HAMLETS CHILDREN'S SERVICES

Equality Impact Assessment School Admissions



Version: 1.0

Date issued: 23rd January 2018

Prepared by: Pupil Services
Children's Services Directorate

Review Date: January 2019



EQUALITY IMPACT ASSESSMENT

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

Summary of Proposal

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

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

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

Data Used to Inform Equalities Impact Assessment

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

Key Findings

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

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

1. Sex

Service users (primary and secondary age children by gender)

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

Source: School Census Summer 2017

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

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

Source: SFR25 2017

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

2. Gender Reassignment

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

3. Age

Service users (primary and secondary children by age)

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

Source: School Census Summer 2017

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

4. SEN Disability

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

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

Source: School Census Spring 2017

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

5. Race and ethnicity

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

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

Source: School Census Spring 2017

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

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

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

Source: SFR25 2017

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

6. Sexual orientation

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

7. Religion or belief (or no belief)

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

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

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

8. Pregnancy and maternity

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

9. Marriage and Civil Partnership

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

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

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

10. Average Distances Travelled to School

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

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

Source: cohort of offers made for reception admission 2017

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

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

Average distance Tower Hamlets pupils travel to a secondary school:

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

Source: cohort of offers made for secondary admission 2017

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

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

Key findings from the Public Consultation

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

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

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

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

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

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

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

1. Sex

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

2. Gender reassignment

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

3. Age

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

4. Disability

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

5. Race and ethnicity

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

6. Sexual orientation

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

7. Religion or belief system

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

8. Pregnancy and maternity

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

9. Marriage and Civil Partnership

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

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

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

1. Sex

Positive	Yes
Negative	
Neutral Impact	
Unknown Impact	

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

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

2. Gender reassignment

Positive	
Negative	
Neutral Impact	Yes
Unknown Impact	

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

3. Age

Positive	
Negative	
Neutral Impact	Yes
Unknown Impact	

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

4. Disability

Positive	
Negative	
Neutral Impact	Yes
Unknown Impact	

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

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

5. Race and ethnicity

Positive	
Negative	
Neutral Impact	Yes
Unknown Impact	

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

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

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

6. Sexual orientation

Positive	
Negative	
Neutral Impact	
Unknown Impact	Yes

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

7. Religion or belief (or no belief)

Positive	
Negative	
Neutral Impact	Yes
Unknown Impact	

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

8. Pregnancy and maternity

Positive	
Negative	
Neutral Impact	
Unknown Impact	Yes

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

9. Marriage and Civil Partnership

Positive	
Negative	
Neutral Impact	
Unknown Impact	Yes

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

Outline of overall impact of the policy

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

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

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


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

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

Conclusion

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

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

<p>Cabinet</p> <p>27 February 2019</p>	
<p>Report of: Ann Sutcliffe – Acting Corporate Director, Place</p>	<p>Classification: Unrestricted</p>
<p>Tower Hamlets Graffiti and Street Art Policy</p>	

Lead Member	Councillor David Edgar, Cabinet Member for Environment
Originating Officer(s)	Dan Jones, Divisional Director Public Realm Richard Williams, Business Manager, Operational Services
Wards affected	All wards
Key Decision?	Yes
Forward Plan Notice Published	29 January 2019
Reason for Key Decision	Impact on Wards
Strategic Plan Theme	A borough that our residents are proud of and love to live in

Executive Summary

This report presents the council’s Graffiti and Street Art Policy. It sets out our approach for an increased focus on removing illegal, antisocial and offensive graffiti whilst leaving approved street art in place. Tackling graffiti is a growing problem across the borough with an urgent need to reduce the negative impact it has on local areas and quality of life for residents and businesses.

Linked to this policy are plans to increase resources to tackle unwelcome, antisocial and offensive graffiti. This will allow graffiti enforcement and removal resources to focus on where they are needed, to improve local environmental quality, help reduce fear of crime and increase resident satisfaction.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Note the detail of this report and plans for tackling graffiti across the borough.
2. Agree the Graffiti and Street Art Policy (Appendix 1).

1. REASONS FOR THE DECISIONS

- 1.1 Graffiti is a growing problem costing the council over £500,000 a year in removal costs, it can create a negative perception of an area, contribute to people's fear of crime and increase worries about anti-social behaviour.
- 1.2 The Tower Hamlets Strategic Plan 2018-2021 highlights that graffiti is anti-social behaviour that can have a detrimental impact on the life of our residents, visitors and businesses.
- 1.3 Tackling graffiti is a mayoral priority with commitments to bring in a new graffiti and street art policy, in addition to funding for additional clearance resources.
- 1.4 This commitment supports our strategic plan outcomes of "People living in a borough that is clean and green" and where "People live in safer neighbourhoods where antisocial behaviour is tackled"
- 1.5 In contrast it is recognised that Street Art can positively contribute to the appearance of an area, attract visitors and is good for business. Locations such as Brick Lane have become Street Art tourist attractions, with visitors from around the world going on locally organised graffiti and street art tours.
- 1.6 There is a need for a Graffiti and Street Art Policy that sets out:
 - The council's approach to tackling illegal graffiti.
 - The council's priorities for removing unwanted, racist and offensive graffiti from areas where it causes concern.
 - The council's decision making criteria for graffiti removal.
 - The responsibilities of the council, private property and other land owners for removing graffiti.
 - The council's legal duties to tackle graffiti and our approach to using graffiti enforcement powers.
 - The council's decision making criteria for whether Street Art can remain in place, or should be removed.
- 1.7 This policy is required to help clarify our approach for tackling illegal graffiti where it causes concern, whilst establishing decision making criteria that allows Street Art to remain in place where appropriate.

This policy will allow for clearer decision making and more effective use of funding for additional graffiti removal resources. Additional graffiti removal teams will be deployed where they are most needed, with the ability to clear the historic backlog of unwanted graffiti, whilst also pro-actively targeting any new graffiti.

2. ALTERNATIVE OPTIONS

2.1 Officers have carried out background research to explore potential options available for managing graffiti, street art and defacement, taking into consideration best practice from across other local authorities, with the four main alternatives set out below:

- Taking no action

The council will not take any action to remove any graffiti or defacement regardless of its location unless it is deemed to be of an offensive nature.

This is not recommended because graffiti or defacement will increase in the borough, which will deteriorate local environmental quality, increase fear of crime and reduce resident satisfaction in their neighbourhoods.

- Borough wide ban on graffiti

Graffiti or defacement of any form in any location or surface will not be tolerated by the council and will be removed.

This is not recommended as it fails to recognise the benefit of street art and is unrealistic to enforce.

- Designated areas and graffiti walls

Allow inoffensive graffiti and street art in designated areas and surfaces within the borough.

This is not recommended because previous experience by other local authorities shows that graffiti was left beyond designated areas and difficult to contain in designated areas.

3. DETAILS OF THE REPORT

Introduction

3.1 Tower Hamlets has a high level of graffiti and some areas such as Bethnal Green and Bow require constant attention to be able to keep up with removal of illegal, antisocial and offensive graffiti tagging.

3.2 Unwanted graffiti has a negative impact on local areas and the quality of life for residents and businesses. It can create a negative perception of an area, contribute to people's fear of crime and increase worries about anti-social behaviour.

3.3 Graffiti is a growing concern and requires additional resources to be able to improve upon current performance.

- Our latest performance scores for graffiti (based on twice yearly surveys) show a steady increase in the number of reported incidents on the streets

with unacceptable levels of graffiti from 6.5% in early 2017/18 to 8.1% in the first half of 18/19. In some wards, such as Spitalfields and Banglatown, up to 30% of street surveyed in the areas had unacceptable levels of graffiti.

- The council's Annual Residents' Survey 2018 shows that fewer residents were satisfied with the council's parks and open spaces and cleansing services compared with the previous year, It also shows that people who feel vandalism, graffiti and other deliberate property damage is a problem in their areas increased from 35% to 41%. The recent increase in complaints about graffiti reflects the survey trends.
 - Graffiti complaints have increased to over 300 in the last 6 months, compared to just over 100 in the previous 6 months.
- 3.4 The Council is directly responsible for removing graffiti from its property and is only indirectly responsible for other graffiti.
- 3.5 Priority is given to removing offensive graffiti, where it is considered racially offensive, hostile to a religious or belief group, sexually offensive, homophobic, depicts a sexual or violent act or is defamatory.
- 3.6 Recent work has focused on tackling hotspot areas where graffiti is having a negative impact on people's lives, quality of the local environment and fear of crime.
- 3.7 Less priority has been given to removing street art in those areas where it is more welcome. Some residents and businesses believe street art can positively contribute to the appearance of an area, attract visitors and is good for business. Tower Hamlets has one of the most developed street art cultures in the country with locations such as Brick Lane hosting regular Graffiti and Street Art tours for visitors and tourists in London.
- 3.8 In many locations the introduction of street art has led to a reduction in graffiti defacement on properties that had previously suffered from graffiti tagging. However in many locations graffiti and street art exist side by side with illegal graffiti tagging being displaced to a wider area.
- 3.9 Some property owners in places such as Brick Lane commission street artists to decorate their properties, whilst others want to keep street art that has appeared on their property.
- 3.10 In the absence of a clear policy on how to deal with graffiti and street art we have previously followed national guidance and legislation. Where either of these is unwanted and appears without consent, this is viewed as an interference with the property owner's rights and as such the person has committed a criminal offence under the Criminal Act 1971.

Current arrangements

- 3.11 Legislation for removal of graffiti places the responsibility to remove graffiti on the owner, resident or managers of the property. The council remove graffiti from council owned property and take action to encourage removal of graffiti from private property, where it is visible from the public highway.
- 3.12 Where graffiti is identified on property owned by Businesses, Registered Social Landlords, Private Landlords, Network Rail and Transport for London our teams work with these property owners to ensure they remove their own graffiti.
- 3.13 Local Authorities have power to serve graffiti removal notices to enforce removal on private land. As part of our new approach we will try to work with landowners to encourage them to take action to remove graffiti, but if necessary would use available enforcement powers.
- 3.14 Section 48 of the Anti-social Behaviour Act 2003 gives local authorities the power to serve graffiti removal notices on certain bodies responsible for the surface where graffiti has appeared. These bodies include the owners of street furniture (bus shelters, street signs, phone boxes etc.). The notice gives a minimum of 28 days for the removal of the graffiti, if after that time it has not been removed the local authority can remove it and can recover its costs.
- 3.15 These removal powers can be used when the local authority is satisfied that a relevant surface in an area has been defaced by graffiti, and that the defacement is detrimental to the amenity of the area or is offensive.

Offensive: - applies where graffiti is racially offensive, sexually offensive, homophobic, depicts a sexual or violent act or is defamatory.

Detrimental: - Graffiti that is not 'offensive' can still be detrimental to the amenity of an area. Relevant factors might include: the surface area covered by the graffiti, local complaints and the degree and nature of the graffiti problem in the area.

- 3.16 The Council has a power under section 43 of the Anti-social Behaviour Act 2003 as amended by the Clean Air Neighbourhood & Environment Act 2005 to issue fixed penalty notices to anyone caught doing graffiti. The fixed penalty notice for this offence is set out in the Environmental Offences (Fixed Penalties) (England) Regulations 2017 which came into force on 1st April 2018. Details of the charges appear in the legal comments at section 7 below.
- 3.17 Further enforcement powers are available to deal with graffiti offenders such as the issuing of Community Protection Notices, which can be used to help prevent individuals, aged 16 or over from doing specified things, including graffiti tagging.

- 3.18 A person who fails to comply with a Community Protection Notice commits a criminal offence and on conviction if an individual, liable to a fine not exceeding level 4 (£2,500) or if a body, to a fine not exceeding £20,000
- 3.19 In addition to removal powers the council will be re-focusing officer resources to deal with graffiti offences and reviewing the use of available enforcement powers to help tackle graffiti.

Clearing unwanted, offensive, racist and antisocial graffiti from where it is not wanted

- 3.20 Graffiti removal is carried out by our waste & street cleansing contractor Veolia until April 2020. Within the specifications, Veolia are tasked to remove offensive graffiti within 24 hours and non-offensive graffiti within five working days. Non-offensive graffiti is only to be removed on council property. Private landlords or other housing management organisations can request the council to remove graffiti on their property. They will be asked to sign a disclaimer to exonerate the council of any responsibility if the action of removing graffiti causes damage to a property.

At present, the following services are provided across the borough:

- On public buildings or highways and street furniture – removed for free by the council
 - On a Tower Hamlets Homes Estate – clearance is organised via the local housing office.
 - On property and estates roads managed by private landlords - Removal of graffiti on private property is the responsibility of the owner(s). Many have their own graffiti removal teams in place so in the first instance, the council's contact is via the relevant housing office or managing agents to organise graffiti removal.
 - On other private property – Many individual owners/occupiers of private dwellings do not have access to a graffiti removal facility. So if the graffiti is not too large and is accessible from the road or a car park, the council may arrange for its removal free of charge for the first time, subject to a disclaimer being signed by the owner of the property. Subsequent removal would normally be subject to a charging, although fees and charges will be reviewed as part of revised plans.
- 3.21 The council has been working with Veolia to deliver an improved graffiti removal service. With more targeted use of clearance teams to deal with hotspots, problems areas and locations suffering from repeated graffiti incidents. However, efforts are hampered by the sheer volume of graffiti across the borough, built up over a number of years.

- 3.22 Cleaning up graffiti costs the council over £500,000 a year with two dedicated team teams carrying out daily removal work. A third team provides additional support in addition other work such as street furniture washing.
- 3.23 Two dedicated council officers have been working to ensure these teams have a steady flow of work, liaising with customers and property owners to obtain permission and waivers to carry out work on private property and provision of graffiti prevention advice.

In the last 12 months these teams have dealt with over 658 reported incidents of graffiti, as well as proactive removal from known hotspots and problems areas. Appendix 3 gives examples of the range of work completed by these teams. From individual tag removal in less than an hour, large scale removal taking from half to a whole day or clearance of whole streets and areas over a number of days.

- 3.24 Plans are being developed to clean up areas where residents and businesses feel blighted by graffiti vandalism, whilst at the same time leaving street art in areas where property owners have given permission, is not causing offense, and is supported by the local resident and business community.

Funding for additional resources

- 3.25 With the Mayor making a manifesto commitment to tackle graffiti, £450,000 per year of additional funding has now been requested for the next two years. This will allow for an additional four graffiti removal teams to help tackle the current backlog and to allow for more proactive removal of graffiti where required.
- 3.26 It is envisaged that with additional dedicated teams in place and a revised framework for managing the service, there will be a significant visible impact, both in terms of the speed of removal, return visits and ensuring a cleaner environment
- 3.27 This additional funding for the next two years will allow us to tackle the backlog and coincides with the start of our In-House Waste and Cleansing Service from April 2020. Funding will allow early replacement of vehicles and equipment to help improve the service, with operational plans aiming to bring new teams into service from as early as possible in 2019/20.
- 3.28 This approach will allow additional teams and dedicated council officer's resources to target and clear areas, with the ability for near immediate return visits to tackle any re-occurring graffiti or tagging.
- 3.29 The council will also consider the introduction of a chargeable anti-graffiti coating service along with advice on graffiti prevention. This will reduce future costs of removing graffiti.
- 3.30 In addition we will be reviewing operational plans to work more closely with Community Payback teams. The Community Payback scheme, hosted by the

London Community Rehabilitation Company (LCRC), provides local communities the opportunity to suggest suitable areas for offenders to rejuvenate as part of their Community Order. LCRC works with offenders aged 18 and over who have been either sentenced by the courts to a Community Order or Suspended Sentence Order, or released on licence from prison to serve the rest of their sentence in the community.

- 3.31 Community Payback projects include removing graffiti, litter removal and environmental improvements. As part of developing plans the council will aim to carry out regular Community Payback Graffiti removal project.
- 3.32 A new graffiti and street art policy (the policy) will allow for clearer decision making and more effective use of these additional graffiti removal resources.

A new graffiti removal and street art policy

- 3.33 We have developed a new policy (attached in Appendix 1) which takes into consideration the different impacts of graffiti, whilst maintaining a clean, safe and vibrant environment for everyone living and working in the borough. This will give a clear indication on our priorities, responsibilities for clearance, charges for removal and enforcement approach.
- 3.34 This policy recognises the adverse impact graffiti and fly-posting can have on public and visitor perception, although it also acknowledges that street art is different and can positively contribute to the appearance of an area. Some property owner's commission street artists to decorate their properties enhancing visitor engagement with the public realm. This is viewed as a positive attraction to the borough, with real potential to prevent graffiti vandalism.
- 3.35 The council recognises that public opinion on what constitutes graffiti has changed and that some graffiti is now considered to be street art. It recognises that street art can make a positive contribution to the urban environment.
- 3.36 The policy sets out how street art can be approved, subject to meeting certain criteria and not being a detriment to local environmental quality.
- 3.37 If a property owner wishes to apply an artwork to their property they must also inform the councils in line with this policy. Details relating to this process will be made available on the council's website.
- 3.38 Where graffiti has already been applied to a property but the owner of the property considers the graffiti to be street art, any decision to remove the work will be based upon a test of whether the street art or graffiti are considered to be detrimental to the local environment and enjoyment of the location by users.

The list below highlights key considerations:

- Can the street art/graffiti be seen from areas the public are entitled to frequent.
- Is the street art offensive in its nature, gang related, racially aggravating, insulting and against public interest.
- Are the images considered to be contextually detrimental including but not limited to:
 - o Likely to encourage more graffiti or tagging
 - o Inappropriate for the location or out of keeping with surrounding area.
 - o Likely to cause saturation of an area, with consideration of the number of images already present.
 - o A cause of complaints to the council
 - o Explicit Images
 - o Intimidating
 - o Libellous or potentially libellous statements
 - o In a conservation area

- 3.39 This list is not exhaustive and adequate exploration of the detriment question is critical to provide the Council with a clear and considered rationale for any decision. Especially where conflicting opinions between owner/occupiers, the council and the community exist. This is a matter of judgment for the decision taker, acting reasonably and having due regard to national guidance and to this policy.

Graffiti and Street Art Policy - Decision making

- 3.40 In order to highlight the decision making process within the Policy, Appendix 2 sets out a flow diagram illustrating how decisions on removal of graffiti or street art will be made.

While graffiti and street art will be evaluated using this process, there may be occasions when it is difficult to make a clear decision. In this situation cases will be referred to an evaluation panel made up of council officers

- 3.41 The evaluation panel will review each case applying the policy criteria in order to reach agreement on whether a piece is removed or allowed to remain in place.

This approach needs to be developed to allow for effective evaluation and agreement.

- 3.42 Evaluation by the board will take place when the council receives challenge and complaints from the community and when trained council staff have found it difficult to apply to policy and make a decision.

- 3.43 Appendix 3 sets out typical examples of graffiti and street art within the borough. From these examples there is a clear distinction that can be made between graffiti and street art, using the proposed criteria within the Policy.

Communications of the policy

- 3.44 Once approved, the policy will be communicated as part of the Love Your Neighbourhood campaign. Communication will focus on the need to remove graffiti from areas that are suffering the impact, whilst accepting that approved street art can enhance an area and help prevent graffiti vandalism.

4. EQUALITIES IMPLICATIONS

- 4.1 An Equalities Analysis has been carried out in relation to the Graffiti and Street Art Policy to identify any evidence or views that suggests that different equality or other protected groups could be adversely and/or disproportionately impacted by the policy.
- 4.2 The policy is expected to make a positive impact on the environment of the Borough, which will be beneficial for all regardless of their background.

5. OTHER STATUTORY IMPLICATIONS

- 5.1 This section of the report highlights further specific statutory implications that are either not covered in the main body of the report or are required to be highlighted to ensure decision makers give them proper consideration.

5.2 Best Value Implications

- 5.3 The total amount paid to Veolia for street furniture cleansing and graffiti removal is £543,073 per year. We are currently reviewing the outputs and performance of these teams with plans in place to ensure transfer of this service back in house from April 2020.

5.5 Environmental (including air quality)

- 5.6 Plans are being developed to ensure that all new graffiti removal vehicles and equipment comply with clean air emission standards. Operational plans will include measure to reduce as much as possible any adverse impacts on air quality.

5.9 Risk Management

- 5.10 Lack of clear policy and action on tackling the increasing levels of graffiti across the borough would lead to an ever worsening situation with graffiti. The lack of a clear approach would risk our ability to deliver on priority outcomes for the borough - "People living in a borough that is clean and green" and where "People live in safer neighbourhoods and antisocial behaviour is tackled"

5.11 Crime Reduction

- 5.12 The Council's activities for tackling litter, fly tipping, removal of graffiti and flyposting that are incorporated into the Waste Management Strategy. This work contributes to the Council's efforts in managing anti-social behaviour within the borough. The new waste management service will continue to incorporate the current policy requirement for the immediate removal of racist or offensive graffiti from Council owned property.

6. COMMENTS OF THE CHIEF FINANCE OFFICER

- 6.1 This report asks the Mayor in Cabinet to note the plans proposed in this report for tackling graffiti in the borough, to note the Equalities Impact Assessment and to adopt the Graffiti and Street Art Policy, attached at Appendix 1.
- 6.2 As outlined in this report, the removal of graffiti is currently undertaken by Veolia at a cost of over £543,000 per year. Investing in graffiti removal is a Mayoral manifesto pledge, and as part of the 2019/20 budget process a growth bid has been submitted for £450,000 for two years in order to provide four teams to tackle the backlog of graffiti in the borough.

7. COMMENTS OF LEGAL SERVICES

- 7.1 The Council has power under section 43 of the Anti-social Behaviour Act 2003 as amended by the Clean Air Neighbourhood & environment Act 2005 to issue fixed penalty notices to anyone caught doing graffiti. The Environmental Offences (Fixed Penalties) (England) Regulations 2017 which came in force on 1st April 2018 amended the penalty charge for this offence. The minimum is £50.00 and will rise to £65.00 from 1April 2019. The maximum is currently set at £150.00.
- 7.2 In addition under section 43 Antisocial Behaviour Crime and policing Act 2014, the council has power to issue a Community Protection Notice to an individual aged 16 or over, or a body requiring the person or body to stop doing specified things, to do specified things or take reasonable steps to achieve specified things, if satisfied on reasonable grounds that: (a) the conduct of the individual or body is having a detrimental effect, of a persistent or continuing nature, on the quality of life of those in the locality, and b) the conduct is unreasonable.
- 7.3 Any conduct on or affecting premises is to be treated as the conduct of the owner or occupier.
- 7.4 Where a person issued with a community protection notice fails to comply with requirement of the notice, the Council may have work carried out to ensure that the failure is remedied, but only on land that is open to the air. Where the premises is not open to the air, the Council would first need to issue a notice specifying the work it intends to have carried out to ensure that the failure is remedied, the estimated cost of the work, and invite the defaulter to consent to the work being carried out before doing so. The consent must be

obtained from the defaulter and the owner of the premises on which the work is to be carried out unless the authority is unable to contact the owner after making reasonable efforts to do so.

- 7.5 A person who fails to comply with a Community Protection Notice commits a criminal offence and on conviction if an individual, liable to a fine not exceeding level 4 (£2,500) or if a body, to a fine not exceeding £20,000.
- 7.6 Additionally, the Council has powers under section 1 of the Antisocial Behaviour Crime and Policing Act 2014 to apply for an injunction to compel the owners and occupiers of premises to remove graffiti from premises.
- 7.7 When carrying out its duties under this policy, the Council will be obliged to comply with its duties under section 149 of the Equality Act 2010 that is, the need to eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act, advance equality of opportunity between people who share a protected characteristic and those who do not and foster good relations between people who share a protected characteristic and those who do not.
- 7.8 The making of a Graffiti and Street Arts Policy is not specified as a function that falls outside the responsibility of Cabinet under the Local Authorities (Functions & Responsibility) (England) Regulations 2000. Accordingly, the decision on whether to adopt the Graffiti and Street Arts Policy may be made by the Mayor in Cabinet.

Linked Reports, Appendices and Background Documents

Linked Report

- NONE

Appendices

- Appendix 1 – Graffiti and Street Art Policy
- Appendix 2 – Decision making flow chart
- Appendix 3 – Examples of Graffiti and Street Art
- Appendix 4 – Equality Analysis

Background Documents – Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2012 – None

Officer contact details for documents:

Richard Williams, Business Manager Operational Services
richard.williams@towerhamlets.gov.uk

London Borough of Tower Hamlets Graffiti and Street Art Policy

Tower Hamlets Council recognises the adverse impact graffiti and fly-posting can have on public and visitor perception.

The Council is committed to tackling unwanted, illegal and antisocial graffiti, whilst taking a balanced view on street art. This policy supports priorities set out by the Strategic Plan 2018-2021 to deliver “a borough that our residents are proud of and love to live in”. The outcomes we aim to achieve under this priority are:

- People live in a borough that is clean and green.
- People live in good quality affordable homes and well-designed neighbourhoods.
- People feel safer in their neighbourhoods and anti-social behaviour is tackled.
- People feel they are part of a cohesive and vibrant community.

The policy sets out clear principles for addressing graffiti and street art. Where either of these is unwanted and appears without consent, this will be viewed as an interference with the property owner’s rights and as such the person has committed a criminal offence under the Criminal Act 1971. The Council also has a power under section 43 of the Anti-social Behaviour Act 2003 as amended by the Clean Air Neighbourhood & environment Act 2005 to deal with graffiti offences and to enforce removal of graffiti from private property where required.

The Department of Food and Rural Affairs (DEFRA) defines graffiti as “any informal or illegal marks, drawings or paintings that have been deliberately made by a person or persons on any physical element comprising the outdoor environment, with a view to communicating some message or symbol etc. to others”.

Graffiti, street art and fly-posting can have a detrimental impact on the local environment and people’s quality of life when it is offensive. According to DEFRA guidance, offensive graffiti applies where it is racially offensive, hostile to a religious or belief group, sexually offensive, homophobic, depicts a sexual or violent act or is defamatory.

Graffiti Removal

The Council does not consent to any painting, writing, soiling, marking or other defacement on its property including footways without its prior express permission being obtained. Where graffiti is found on council owned properties or street furniture the graffiti will be removed.

In addition the Anti-Social Behaviour Act 2003 confers power on the Council to secure the removal of graffiti from private property. Enforcement action can be taken, even where the owner does not object to it remaining on their property.

In these circumstances the council reserves the right to take formal action against the owner to secure removal and if the owner does nothing, then the council may enter the land, clear or otherwise remedy the graffiti and recover the costs from the owner.

Subject to funding the council may provide a free first time graffiti removal service to owners/occupiers of properties. This removal work takes place in agreement with the owner and in some more difficult cases the owner of the property may be required to contribute to the cost of removal and or the cost of anti-graffiti coatings.

Where graffiti is visible from the public areas, is considered accessible and deemed to be offensive removal will take place within 24 hours where possible.

Preventing Graffiti

The Council will continue to work with residents and groups in creating alternative diversions to graffiti problems (e.g. repeated tagging), examples of diversions include initiatives such as community clean ups and graffiti prevention schemes. In addition the Council recognises the importance of engaging young people through an on-going programme of education and diversionary techniques, including through schools and organised youth activities in areas where graffiti is identified as a problem.

They will also work in partnership with a range of other agencies and organisations to explore preventative measures and ideas.

Street Art

The Council recognises that public opinion on what constitutes graffiti has changed, that some "Graffiti" is now considered to be "Street art" and that some members of the community now consider that "Street Art" makes a positive contribution to the urban environment. Where some property owners commission street artists to decorate their properties enhancing visitor engagement with the public realm, this is viewed by the Council as a positive attraction to the borough.

In recognition of this the Council accepts that properly authorised and appropriate street art may be recognised and supported subject to meeting acceptance criteria within this policy and not being a detriment to local environmental quality.

If a property owner wishes to apply an artwork to their property they must inform the council at the earliest opportunity. Where graffiti has already been applied to a property but the owner of the property considers the graffiti to be street art the property owner must notify the council's that they would like to keep the work.

In both circumstances a decision not to remove the work will be based upon a test of whether the street art or graffiti are considered to be detrimental to the local environment and enjoyment of the location by users.

The list below highlights key considerations:

- Can the Street Art/Graffiti be seen from areas the public are entitled to frequent.
- Is the "Street Art" offensive in its nature, gang related, racially aggravating, insulting and against public interest.
- Are the images considered to be contextually detrimental including but not limited to: Encouraging to illegal graffiti proliferation, inappropriate for the location e.g. Adult content near schools, out of keeping with surrounding area.
- Saturation (Consideration of the number of images already present in the area.
- Complaints
- Other policies likely to be infringed
- Explicit Images
- Intimidating
- Libellous or potentially libellous statements
- In a conservation area
- On a listed building
- Tag's
- Scratching
- On Local Authority property.

This list is not exhaustive and adequate exploration of the detriment question is critical to provide the Council with a clear considered rationale for any decision especially where conflicting opinions between owner/occupier, the council and the community exist.

This is a matter of judgment for the decision taker, acting reasonably and having due regard to national guidance and to this policy.

There is no obligation on the Council to consult in connection with the exercise of its Graffiti removal powers and in most cases it will not be in the public interest for it to do so.

Evaluating graffiti and street art

There may be occasions when it is difficult to make a clear decision whether a piece is street art. In this situation cases will be referred to an evaluation panel made up of council officers.

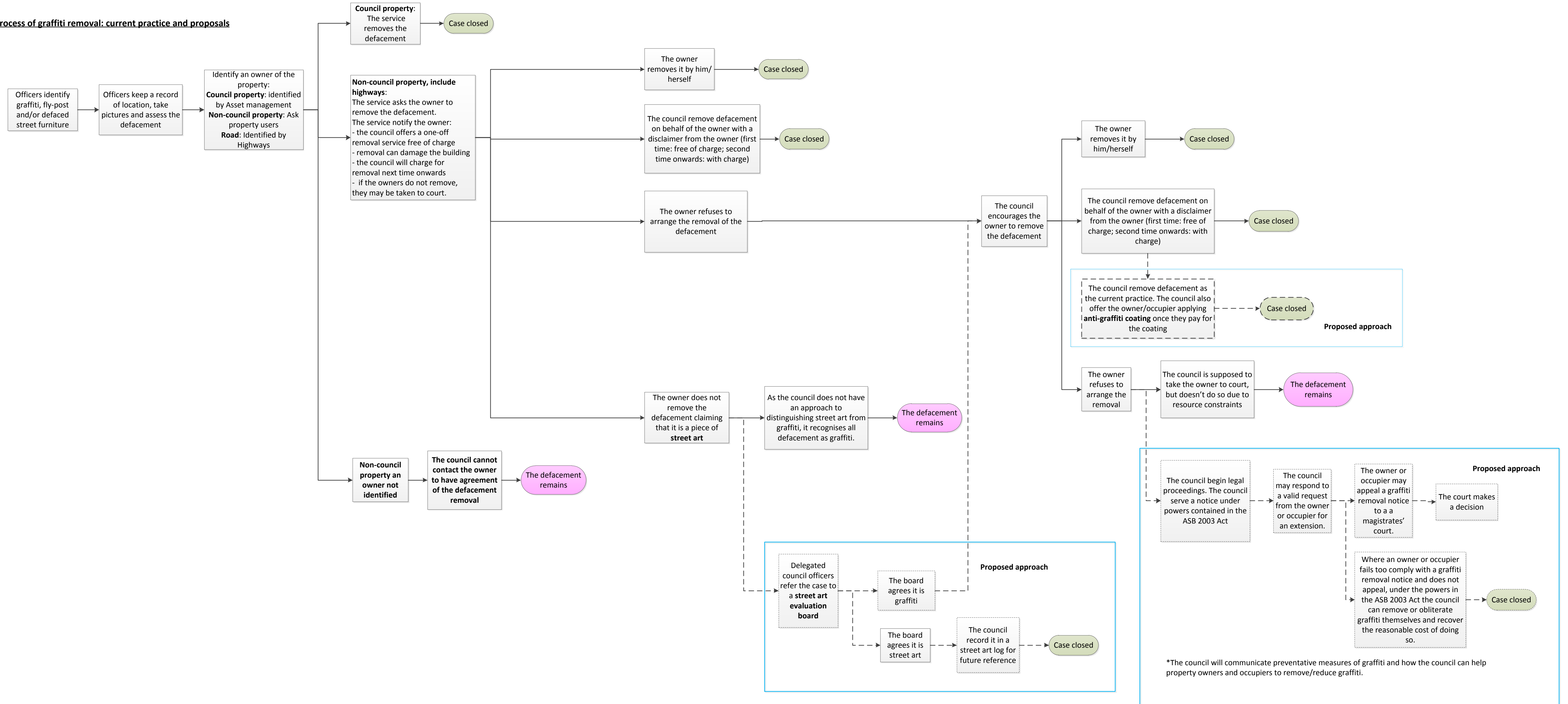
The evaluation panel will review each case applying the policy criteria in order to reach agreement on whether a piece is removed or allowed to remain in place.

Evaluation by the board will take place when the council receives challenge and complaints from the community and when trained council staff have found it difficult to apply to policy and make a decision.

The council local environmental quality team supports engagement with the artistic Community particularly through a co-ordinating single point of contact.

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Process of graffiti removal: current practice and proposals



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Appendix 3 – Examples of Graffiti removed in last 12 months



- The Graffiti removal process varies on the timescale it takes to be removed.
- Painting over graffiti can be generally a quicker process, but it may be necessary to apply a couple of coats of paint as sometimes the graffiti can bleed through the paint.
- If you have to apply chemicals to remove graffiti it can be a long and time consuming process.
- There are various different types of chemicals that can be applied to remove the graffiti. Once the chemicals have been applied it can take approximately 30 to 40 minutes for the chemicals to react to the graffiti before it is cleaned off.
- If the contractors fails to remove the graffiti at the first attempt, there are various other chemicals that can be applied and the process can be repeated.
- All the following jobs includes time for setting up, coning



About 1/2 hour later



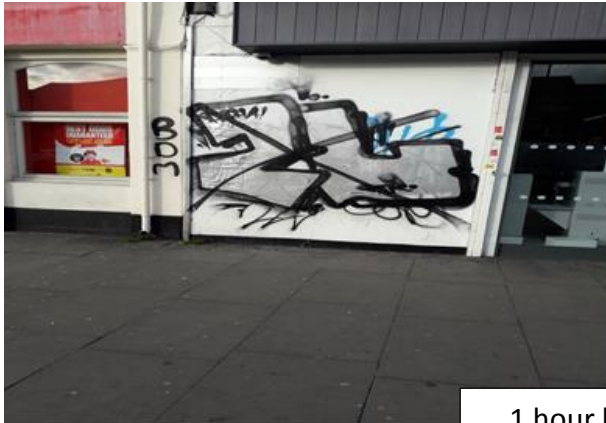
4.5 hours later using removal chemicals and painting out



Whole job took 3.5 hours using removal chemicals and painting



- Sometimes it is necessary to apply 3 different types of chemicals before the graffiti is removed. This can be a long and arduous process, but may be necessary to remove all the graffiti so there is no trace of it left.
- On the odd occasion, some properties/walls have been treated with an anti-graffiti paint, this usually makes it a much simpler process to remove as you only need to jet wash the wall and usually the graffiti will just wash away.
- All the jobs highlighted include time for setting up, coning and taping of around the job to be done, waiting for chemicals to take and paint to dry when needing two coats, then washing down when job has been finished.



... 1 hour later for these



Clearance for the whole of Puma Court (walls and doors) and street furniture took approximately 5 hours.



... 1 hour later

1 hour later having used chemical removal



Painting over shop fronts and shutters in 2 hours.

Typical example of graffiti we are removing from shop fronts and properties on highstreets





Tower Hamlets Mission, on Mile End Road - Clearing Graffiti from where it's not wanted Recent work to clean up outside of Tower Hamlets Mission which local residents were very pleased about, having put up with this for a long time

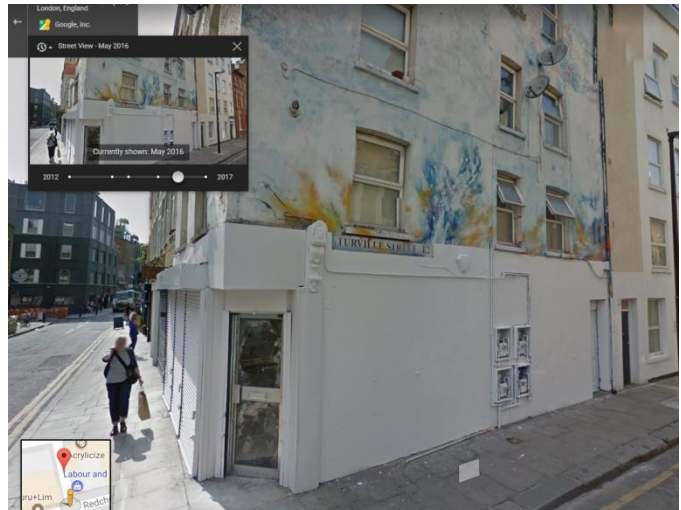
Clearing unwanted, offensive, racist and antisocial graffiti from where it is not wanted - Current focus of teams is to remove graffiti from those areas where it is having the most detrimental impact to local areas and where residents and business are concerned about the impact on their neighbourhood



Peary Place, E2 - Removing unwanted, offensive and antisocial graffiti – This area has suffered from extensive tagging over recent years. Clearance team spent 3 days across this area removing all tagging from private buildings, alleyways and walls open to the public highway. Local residents who have had concerns about the negative impact on the area, with increased fear of crime and antisocial behaviour were very pleased with the results

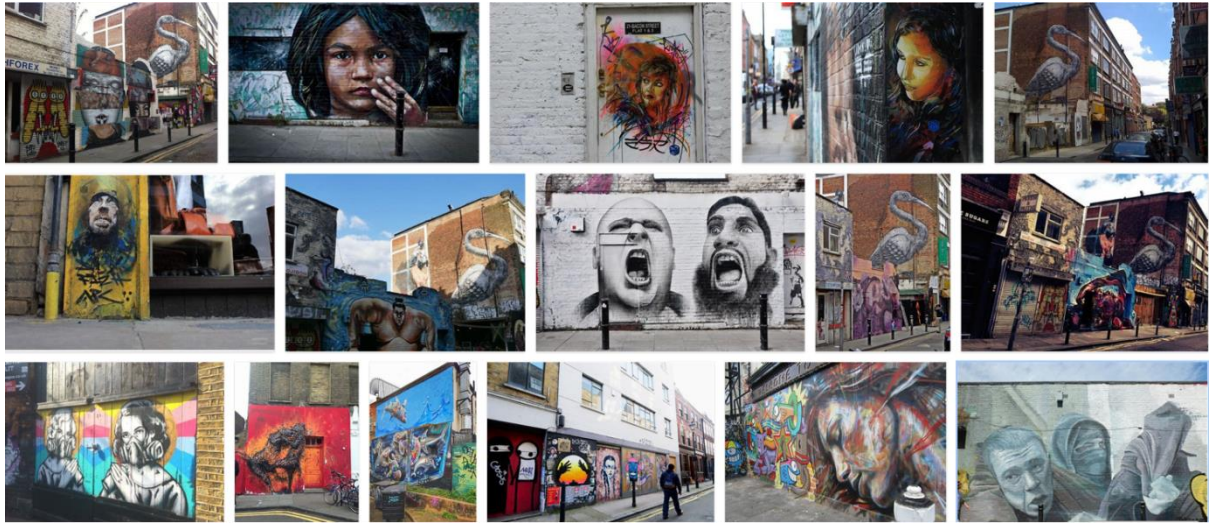


Street Art – Examples of street art, and changes over time



An example of what we want to avoid painting out. With agreement to leave street art, subject to property owner approval and meeting acceptance criteria in policy (not offensive etc)







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Equality Analysis (EA)

Financial Year
2018/19

Section 1 – General Information (Aims and Objectives)

Name of the proposal including aims, objectives and purpose

(Please note – for the purpose of this doc, 'proposal' refers to a policy, function, strategy or project)

Tower Hamlets Graffiti and Street Art Policy

**See Appendix
A**

Current decision
rating



Conclusion - To be completed at the end of the Equality Analysis process

(the exec summary will provide an update on the findings of the EA and what outcome there has been as a result. For example, based on the findings of the EA, the proposal was rejected as the impact on a particular group was unreasonable and did not give due regard. Or, based on the EA, the proposal was amended and alternative steps taken)

Name:

(signed off by)

Date signed off:

(approved)

Service area:

Public Realm

Team name:

Operational Services

Service manager:

Richard Williams, Business Manager Operational Services

Name and role of the officer completing the EA:

Keiko Okawa, Senior Strategy and Policy Manager, Governance

Section 2 – Evidence (Consideration of Data and Information)

What initial evidence do we have which may help us think about the impacts or likely impacts on service users or staff?

- Population data (Census 2011 and GLA population data)
- Tower Hamlets Annual Residents Survey 2018
- Tranche Survey: 2017-18 Tranche 1 and 2 and 2018-19 Tranche 1 (Appendix A)
- Graffiti removal service requests captured by Siebel (Appendix B)
- FPN issued for graffiti – One FPN was issued for graffiti/flyposting in the last two years

Section 3 – Assessing the Impacts on the 9 Groups

Please refer to the guidance notes below and evidence how you're proposal impact upon the nine Protected Characteristics in the table on page 3?

For the nine protected characteristics detailed in the table below please consider:-

- **What is the equality profile of service users or beneficiaries that will or are likely to be affected?**

Use the Council's approved diversity monitoring categories and provide data by target group of users or beneficiaries to determine whether the service user profile reflects the local population or relevant target group or if there is over or under representation of these groups

- **What qualitative or quantitative data do we have?**

List all examples of quantitative and qualitative data available
(include information where appropriate from other directorates, Census 2001 etc)

- *Data trends – how does current practice ensure equality*

- **Equalities profile of staff?**

Indicate profile by target groups and assess relevance to policy aims and objectives e.g. Workforce to Reflect the Community. Identify staff responsible for delivering the service including where they are not directly employed by the council.

- **Barriers?**

What are the potential or known barriers to participation for the different equality target groups? Eg- communication, access, locality etc.

- **Recent consultation exercises carried out?**

Detail consultation with relevant interest groups, other public bodies, voluntary organisations, community groups, trade unions, focus groups and other groups, surveys and questionnaires undertaken etc. Focus in particular on the findings of views expressed by the equality target groups. Such consultation exercises should be appropriate and proportionate and may range from assembling focus groups to a one to one meeting.

- **Additional factors which may influence disproportionate or adverse impact?**

Management Arrangements - How is the Service managed, are there any management arrangements which may have a disproportionate impact on the equality target groups

- **The Process of Service Delivery?**

In particular look at the arrangements for the service being provided including opening times, custom and practice, awareness of the service to local people, communication

Please also consider how the proposal will impact upon the 3 One Tower Hamlets objectives:-

- Reduce inequalities
- Ensure strong community cohesion
- Strengthen community leadership.

Please Note -

Reports/stats/data can be added as Appendix

Target Groups	Impact – Positive or Adverse	Reason(s)
Race	Positive	<p>This policy is to reduce illegal, antisocial and offensive graffiti from the borough and protect street art, which can positively contribute to the appearance of an area, attract visitors and is good for business.</p> <p>It is said that graffiti, creating a negative perception of an area, contributes to people’s fear of crime and increase worries about anti-social behaviour. The 2018 Annual Residents Survey shows that crime was the most pressing concern for the residents, which had 10 points increase from the previous year.</p> <p>The analysis shows that the Spitalfields and Banglatown ward is one of graffiti hotspots in the borough. It also appears that the scale of the issue has increased and areas blighted by graffiti have spread across the borough. The analysis also shows that ‘industry and warehouses’ and small ‘retail and commercial’ property are likely to be targeted by graffiti. Removing and reducing graffiti and protecting street art will give a positive impact on not only the residents near the hotspots but businesses, visitors, those who work and study in the borough, as a graffiti free environment will help people feel safe.</p> <p>We have access to population data by ethnicity by ward. However, to fully evaluate the impact of removing graffiti on people by race will require a thorough study and analysis. Also, we need a framework for businesses’ equalities analysis, to analyse equality impact on businesses.</p> <p>Linked to this policy, it is expected that resources for graffiti enforcement will be increased. In the last two years, only one FPN was issued for graffiti and fly-posting and we do not have equalities data on people who left graffiti. We do not know who will be affected disproportionately by strengthened enforcement.</p>
Disability	Positive	<p>This policy is to reduce illegal, antisocial and offensive graffiti from the borough and protect street art, which can positively contribute to the appearance of an area, attract visitors and is good for business.</p>

		<p>It is said that graffiti, creating a negative perception of an area, contributes to people's fear of crime and increase worries about anti-social behaviour. The 2018 Annual Residents Survey shows that crime was the most pressing concern for the residents, which had 10 points increase from the previous year.</p> <p>The analysis shows that the Spitalfields and Banglatown ward is one of graffiti hotspots in the borough. It also appears that the scale of the issue has increased and areas blighted by graffiti have spread across the borough. The analysis also shows that 'industry and warehouses' and small 'retail and commercial' property are likely to be targeted by graffiti. Removing and reducing graffiti and protecting street art will give a positive impact on not only the residents near the hotspots but businesses, visitors, those who work and study in the borough, as a graffiti free environment will help people feel safe. We do not have a framework for businesses' equalities analysis.</p> <p>We have some information on people with disabilities. However, to fully evaluate the impact of removing graffiti on people with disabilities, a thorough study and analysis will be required. Also, we need a framework for businesses' equalities analysis, to analyse equality impact on businesses.</p> <p>Linked to this policy, it is expected that resources for graffiti enforcement will be increased. In the last two years, only one FPN was issued for graffiti and fly-posting and we do not have equalities data on people who left graffiti. We do not know who will be affected disproportionately by strengthened enforcement.</p>
Gender	Positive	<p>This policy is to reduce illegal, antisocial and offensive graffiti from the borough and protect street art, which can positively contribute to the appearance of an area, attract visitors and is good for business.</p> <p>It is said that graffiti, creating a negative perception of an area, contributes to people's fear of crime and increase worries about anti-social behaviour. The 2018 Annual Residents Survey shows that crime was the most pressing concern for the residents, which had 10 points increase from the previous year.</p> <p>The analysis shows that the Spitalfields and Banglatown ward is one of graffiti hotspots in the borough. It also appears that the scale of the issue has increased and areas blighted by graffiti have spread across the borough. The analysis also shows that 'industry and warehouses' and small 'retail and commercial' property are likely to be targeted by graffiti. Removing and reducing graffiti and protecting street art will give a positive impact on not only the residents near the hotspots but businesses, visitors, those who work and study in the borough as a graffiti free environment will help people feel safe.</p> <p>We have access to population data by gender by ward. However, to fully evaluate the impact of removing graffiti on people by gender will require a thorough study and analysis. Also, we need a framework for</p>

		<p>businesses' equalities analysis, to analyse equality impact on businesses.</p> <p>Linked to this policy, it is expected that resources for graffiti enforcement will be increased. In the last two years, only one FPN was issued for graffiti and fly-posting and we do not have equalities data on people who left graffiti. We do not know who will be affected disproportionately by strengthened enforcement.</p>
Gender Reassignment	Positive	<p>This policy is to reduce illegal, antisocial and offensive graffiti from the borough and protect street art, which can positively contribute to the appearance of an area, attract visitors and is good for business.</p> <p>It is said that graffiti, creating a negative perception of an area, contributes to people's fear of crime and increase worries about anti-social behaviour. The 2018 Annual Residents Survey shows that crime was the most pressing concern for the residents, which had 10 points increase from the previous year.</p> <p>The analysis shows that the Spitalfields and Banglatown ward is one of graffiti hotspots in the borough. It also appears that the scale of the issue has increased and areas blighted by graffiti have spread across the borough. The analysis also shows that 'industry and warehouses' and small 'retail and commercial' property are likely to be targeted by graffiti. Removing and reducing graffiti and protecting street art will give a positive impact on not only the residents near the hotspots but businesses, visitors, those who work and study in the borough including people who had gender reassignment as a graffiti free environment will help people feel safe. We do not have a framework for businesses' equalities analysis.</p> <p>To fully evaluate the impact of removing graffiti on people by gender reassignment will require a thorough study and analysis. Also, we need a framework for businesses' equalities analysis, to analyse equality impact on businesses.</p> <p>Linked to this policy, it is expected that resources for graffiti enforcement will be increased. In the last two years, only one FPN was issued for graffiti and fly-posting and we do not have equalities data on people who left graffiti. We do not know who will be affected disproportionately by strengthened enforcement.</p>
Sexual Orientation	Positive	<p>This policy is to reduce illegal, antisocial and offensive graffiti from the borough and protect street art, which can positively contribute to the appearance of an area, attract visitors and is good for business.</p> <p>It is said that graffiti, creating a negative perception of an area, contributes to people's fear of crime and increase worries about anti-social behaviour. The 2018 Annual Residents Survey shows that crime was the most pressing concern for the residents, which had 10 points increase from the previous year.</p> <p>The analysis shows that the Spitalfields and Banglatown ward is one of graffiti hotspots in the borough. It also appears that the scale of the issue has increased and areas blighted by graffiti have spread across the</p>

		<p>borough. The analysis also shows that ‘industry and warehouses’ and small ‘retail and commercial’ property are likely to be targeted by graffiti. Removing and reducing graffiti and protecting street art will give a positive impact on not only the residents near the hotspots but businesses, visitors, those who work and study in the borough including people in this group as a graffiti free environment will help people feel safe. We do not have a framework for businesses’ equalities analysis.</p> <p>To fully evaluate the impact of removing graffiti on people by sexual orientation will require a thorough study and analysis. Also, we need a framework for businesses’ equalities analysis, to analyse equality impact on businesses.</p> <p>Linked to this policy, it is expected that resources for graffiti enforcement will be increased. In the last two years, only one FPN was issued for graffiti and fly-posting and we do not have equalities data on people who left graffiti. We do not know who will be affected disproportionately by strengthened enforcement.</p>
Religion or Belief	Positive	<p>This policy is to reduce illegal, antisocial and offensive graffiti from the borough and protect street art, which can positively contribute to the appearance of an area, attract visitors and is good for business.</p> <p>It is said that graffiti, creating a negative perception of an area, contributes to people’s fear of crime and increase worries about anti-social behaviour. The 2018 Annual Residents Survey shows that crime was the most pressing concern for the residents, which had 10 points increase from the previous year.</p> <p>The analysis shows that the Spitalfields and Banglatown ward is one of graffiti hotspots in the borough. It also appears that the scale of the issue has increased and areas blighted by graffiti have spread across the borough. The analysis also shows that ‘industry and warehouses’ and small ‘retail and commercial’ property are likely to be targeted by graffiti. Removing and reducing graffiti and protecting street art will give a positive impact on not only the residents near the hotspots but businesses, visitors, those who work and study in the borough including people in this group as a graffiti free environment will help people feel safe. We do not have a framework for businesses’ equalities analysis.</p> <p>To fully evaluate the impact of removing graffiti on people by religion and belief will require a thorough study and analysis. Also, we need a framework for businesses’ equalities analysis, to analyse equality impact on businesses.</p> <p>Linked to this policy, it is expected that resources for graffiti enforcement will be increased. In the last two years, only one FPN was issued for graffiti and fly-posting and we do not have equalities data on people who left graffiti. We do not know who will be affected disproportionately by strengthened enforcement.</p>
Age	Positive	<p>This policy is to reduce illegal, antisocial and offensive graffiti from the borough and protect street art, which</p>

		<p>can positively contribute to the appearance of an area, attract visitors and is good for business.</p> <p>It is said that graffiti, creating a negative perception of an area, contributes to people's fear of crime and increase worries about anti-social behaviour. The 2018 Annual Residents Survey shows that crime was the most pressing concern for the residents, which had 10 points increase from the previous year.</p> <p>The analysis shows that the Spitalfields and Banglatown ward is one of graffiti hotspots in the borough. It also appears that the scale of the issue has increased and areas blighted by graffiti have spread across the borough. The analysis also shows that 'industry and warehouses' and small 'retail and commercial' property are likely to be targeted by graffiti. Removing and reducing graffiti and protecting street art will give a positive impact on not only the residents near the hotspots but businesses, visitors, those who work and study in the borough as a graffiti free environment will help people feel safe.</p> <p>We have access to population data by age by ward. However, to fully evaluate the impact of removing graffiti on people by gender will require a thorough study and analysis. Also, we need a framework for businesses' equalities analysis, to analyse equality impact on businesses.</p> <p>Linked to this policy, it is expected that resources for graffiti enforcement will be increased. In the last two years, only one FPN was issued for graffiti and fly-posting and we do not have equalities data on people who left graffiti. We do not know who will be affected disproportionately by strengthened enforcement.</p>
Marriage and Civil Partnerships.	Positive	<p>This policy is to reduce illegal, antisocial and offensive graffiti from the borough and protect street art, which can positively contribute to the appearance of an area, attract visitors and is good for business.</p> <p>It is said that graffiti, creating a negative perception of an area, contributes to people's fear of crime and increase worries about anti-social behaviour. The 2018 Annual Residents Survey shows that crime was the most pressing concern for the residents, which had 10 points increase from the previous year.</p> <p>The analysis shows that the Spitalfields and Banglatown ward is one of graffiti hotspots in the borough. It also appears that the scale of the issue has increased and areas blighted by graffiti have spread across the borough. The analysis also shows that 'industry and warehouses' and small 'retail and commercial' property are likely to be targeted by graffiti. Removing and reducing graffiti and protecting street art will give a positive impact on not only the residents near the hotspots but businesses, visitors, those who work and study in the borough including people in this group as a graffiti free environment will help people feel safe. We do not have a framework for businesses' equalities analysis.</p> <p>To fully evaluate the impact of removing graffiti on people by marriage and civil partnerships will require a</p>

		<p>thorough study and analysis. Also, we need a framework for businesses' equalities analysis, to analyse equality impact on businesses.</p> <p>Linked to this policy, it is expected that resources for graffiti enforcement will be increased. In the last two years, only one FPN was issued for graffiti and fly-posting and we do not have equalities data on people who left graffiti. We do not know who will be affected disproportionately by strengthened enforcement.</p>
Pregnancy and Maternity	Positive	<p>This policy is to reduce illegal, antisocial and offensive graffiti from the borough and protect street art, which can positively contribute to the appearance of an area, attract visitors and is good for business.</p> <p>It is said that graffiti, creating a negative perception of an area, contributes to people's fear of crime and increase worries about anti-social behaviour. The 2018 Annual Residents Survey shows that crime was the most pressing concern for the residents, which had 10 points increase from the previous year.</p> <p>The analysis shows that the Spitalfields and Banglatown ward is one of graffiti hotspots in the borough. It also appears that the scale of the issue has increased and areas blighted by graffiti have spread across the borough. The analysis also shows that 'industry and warehouses' and small 'retail and commercial' property are likely to be targeted by graffiti. Removing and reducing graffiti and protecting street art will give a positive impact on not only the residents near the hotspots but businesses, visitors, those who work and study in the borough including people in this group as a graffiti free environment will help people feel safe. We do not have a framework for businesses' equalities analysis.</p> <p>To fully evaluate the impact of removing graffiti on people by pregnancy and maternity will require a thorough study and analysis. Also, we need a framework for businesses' equalities analysis, to analyse equality impact on businesses.</p> <p>Linked to this policy, it is expected that resources for graffiti enforcement will be increased. In the last two years, only one FPN was issued for graffiti and fly-posting and we do not have equalities data on people who left graffiti. We do not know who will be affected disproportionately by strengthened enforcement.</p>
Other Socio-economic Carers	Positive	<p>This policy is to reduce illegal, antisocial and offensive graffiti from the borough and protect street art, which can positively contribute to the appearance of an area, attract visitors and is good for business.</p> <p>It is said that graffiti, creating a negative perception of an area, contributes to people's fear of crime and increase worries about anti-social behaviour. The 2018 Annual Residents Survey shows that crime was the most pressing concern for the residents, which had 10 points increase from the previous year.</p> <p>The analysis shows that the Spitalfields and Banglatown ward is one of graffiti hotspots in the borough. It</p>

also appears that the scale of the issue has increased and areas blighted by graffiti have spread across the borough. The analysis also shows that 'industry and warehouses' and small 'retail and commercial' property are likely to be targeted by graffiti. Removing and reducing graffiti and protecting street art will give a positive impact on not only the residents near the hotspots but businesses, visitors, those who work and study in the borough including people in different socio economic status and carers as a graffiti free environment will help people feel safe. We do not have a framework for businesses' equalities analysis.

To fully evaluate the impact of removing graffiti on people in different socio economic status and carers will require a thorough study and analysis. Also, we need a framework for businesses' equalities analysis, to analyse equality impact on businesses.

Linked to this policy, it is expected that resources for graffiti enforcement will be increased. In the last two years, only one FPN was issued for graffiti and fly-posting and we do not have equalities data on people who left graffiti. We do not know who will be affected disproportionately by strengthened enforcement.

Section 4 – Mitigating Impacts and Alternative Options

From the analysis and interpretation of evidence in section 2 and 3 - Is there any evidence or view that suggests that different equality or other protected groups (inc' staff) could be adversely and/or disproportionately impacted by the proposal?

Yes? No?

If yes, please detail below how evidence influenced and formed the proposal? For example, why parts of the proposal were added / removed?

(Please note – a key part of the EA process is to show that we have made reasonable and informed attempts to mitigate any negative impacts. An EA is a service improvement tool and as such you may wish to consider a number of alternative options or mitigation in terms of the proposal.)

Where you believe the proposal discriminates but not unlawfully, you must set out below your objective justification for continuing with the proposal, without mitigating action.

Section 5 – Quality Assurance and Monitoring

Have monitoring systems been put in place to check the implementation of the proposal and recommendations?

Yes? No?

How will the monitoring systems further assess the impact on the equality target groups?

People's concern and the anti social behaviour including graffiti will continue being monitored by the annual residents' survey. Service requests for graffiti removal will also continue being monitored.

Does the policy/function comply with equalities legislation?
(Please consider the [OTH objectives](#) and [Public Sector Equality Duty](#) criteria)

Yes? No?

If there are gaps in information or areas for further improvement, please list them below:

How will the results of this Equality Analysis feed into the performance planning process?

Section 6 - Action Plan

As a result of these conclusions and recommendations what actions (if any) **will** be included in your business planning and wider review processes (team plan)? Please consider any gaps or areas needing further attention in the table below the example.

Recommendation	Key activity	Progress milestones including target dates for either completion or progress	Officer responsible	Progress
Example				
1. Better collection of feedback, consultation and data sources	1. Create and use feedback forms. Consult other providers and experts	1. Forms ready for January 2010 Start consultations Jan 2010	1.NR & PB	
2. Non-discriminatory behaviour	2. Regular awareness at staff meetings. Train staff in specialist courses	2. Raise awareness at one staff meeting a month. At least 2 specialist courses to be run per year for staff.	2. NR	

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Recommendation	Key activity	Progress milestones including target dates for either completion or progress	Officer responsible	Progress
Monitoring complaints	Continue monitoring complaints, service requests and the annual residents survey results	Ongoing	Richard Williams	

Appendix A:

Tranche survey results: 2017-18 Tranche 1, Tranche 2 and 2018-19 Tranche 1

A Tranche survey is carried out by an external consultant 6 monthly to gauge cleanliness of the borough. The tables below show wards where graffiti was reviewed. The right column shows rates of transects whose cleanliness in terms of graffiti failed to meet the standard:

By ward

2018/19 Tranche 1

Wards	Number of transects	% of transects	% Graffiti Failure
St Katherines & Wapping	59	11.90%	1.69%
Mile End and Globe Town	58	11.70%	0.00%
Bow West	55	11.10%	0.00%
Whitechapel	63	12.70%	9.52%
Bethnal Green North	61	12.30%	3.23%
Spitalfields and Banglatown	63	12.70%	30.16%
Mile End East	57	11.50%	12.28%
St Dunstan's And Stepney Green	63	12.70%	4.84%
Other	17	3.10%	0.00%
Total	496	100%	-

2017/18 Tranche 2

Wards	Number of transects	% of transects	% Graffiti Failure
Millwall	56	10.10%	0%
Mile End & Globe Town	60	10.80%	4.90%
Bow East	62	11.20%	12.90%
Bethnal Green South	61	11.00%	1.60%
Weavers	63	11.40%	23.80%
Shadwell	63	11.40%	6.30%
Mile End East	57	10.30%	3.50%
Bromley by Bow	63	11.40%	4.80%
East India & Lansbury	63	11.40%	6.30%
Other	7	1.30%	14.30%
Total	555	100%	-

2017/18 Tranche 1

Wards	Number of transects	% of transects	% Graffiti Failure
St Katherines & Wapping	54	11.00%	1.90%
Blackwall & Cubitt Town	61	12.40%	4.90%
Bow West	51	10.40%	0%
Whitechapel	63	12.90%	1.90%
Bethnal Green North	63	12.90%	0%
Spitalfields & Banglatown	63	12.90%	25.40%
Limehouse	66	13.50%	3.30%
St Dunstans & Stepney Green	60	12.20%	3.30%
Other Wards	9	1.80%	33.30%
Total	490	100%	-

Over 5% of transects surveyed in the following wards failed to meet the set standards:

- 2018/19 T1: Spitalfields and Banglatown, Mile End East, Whitechapel
- 2017/18 T2: Weavers, Bow East, Shadwell, East India & Lansbury
- 2017/18 T1: Spitalfields and Banglatown.

Spitalfields and Banglatown had high graffiti failure rates in the tranche surveys 2017/18 T1 (25.4%) and 2018-19 T1 (30.16%). This ward is believed to be one of key graffiti hotspots in the borough, which is supported by not only the surveys but the observation of the council officers.

As different wards were reviewed by the three surveys, it is difficult to identify other continuing graffiti hotspots in the borough from the results above. However, the surveys show that some of the other wards across the borough had a certain level graffiti as above. Although the wards reviewed in 2017/8 T1 and 2018/19 T1 have some differences, there is an upward trend of graffiti failure in general (e.g. Spitalfields and Banglatown 25.4% to 30.16% Whitechapel 1.9% to 9.52%; St Dunstons & Stepney Green 3.3% to 4.84%). That may suggest that the borough has become prone to graffiti in addition to known hotspots in Spitalfields and Banglatown and others.

By Land use

2018/19 Tranche 1

Land Use	Number of transects	% of transects	% Graffiti Failure
High Obstruction Housing	55	11.10%	0%
Industry and Warehouse	56	11.30%	16.90%
Low Obstruction Housing	55	11.10%	4%
Main Retail/Commercial	51	10.30%	0%
Main Roads	56	11.30%	2%
Medium Obstruction Housing	55	11.10%	8.50%
Other Highways	55	11.10%	5%
Other Retail/Commercial	57	11.50%	10.30%
Recreational	56	11.30%	0%
Total	496	100%	-

2017/18 Tranche 2

Land Use	Number of transects	% of transects	% Graffiti Failure
High Obstruction Housing	63	11.40%	0%
Industry and Warehouse	62	11.20%	18.70%
Low Obstruction Housing	62	11.20%	0%
Main Retail/Commercial	60	10.80%	6.70%
Main Roads	62	11.20%	5.60%
Medium Obstruction Housing	59	10.60%	3.70%
Other Highways	62	11.20%	6.60%
Other Retail/Commercial	62	11.20%	4.60%
Recreational	63	11.40%	0%
Total	555	100%	-

2017/18 Tranche 1

Land Use	Number of transects	% of transects	% Graffiti Failure
High Obstruction Housing	56	11.40%	1%
Industry and Warehouse	56	11.40%	14.70%
Low Obstruction Housing	56	11.40%	2.80%
Main Retail/Commercial	52	10.60%	1%
Main Roads	54	11.00%	4.90%
Medium Obstruction Housing	55	11.20%	4.80%
Other Highways	55	11.20%	2%
Other Retail/Commercial	50	10.20%	9%
Recreational	56	11.40%	1%
Total	490	100%	-

The survey results show that Industry and Warehousing consistently had high graffiti failure. Other Retail/Commercial followed Industry and Warehousing in the 2017/18 Tranche 1 and 2018/19 Tranche 1 surveys.

Appendix B: Graffiti removal service requests capture by Siebel

The tables below show the number of graffiti removal service requests to the council in 2018-19 (up to Jan 2019) and 2017-18. The wards with 15 or above requests are highlighted. The number of requests increased in 2018/19 compared to the previous year. The increase of the service requests may correspond with the 2018 Annual Residents Survey results. Concern about vandalism, graffiti and criminal damage had been on a broadly downward trend in recent years, but concern levels increased by 6 points compared to the previous year (35% to 41%).

The service request data do not necessarily reflect the scale of graffiti issues. Where graffiti is cleaned successfully and swiftly, residents do not have to make a service request.

Graffiti SR by Wards 2018-19

Ward	Reported
Bethnal Green	17
Blackwall and Cubitt Town	2
Bow East	10
Bow West	9
Bromley North	11
Bromley South	1
Canary Wharf	3
Island Gardens	3
Limehouse	3
Lansbury	8
Mile End	5
Poplar	4
Shadwell	10
Spitalfields and Banglatown	35
St Dunstan's	12
St Katharine's and Wapping	4
St Peter's	15
Stepney Green	1
Weavers	20
Whitechapel	11
Unknown	7
Grand Total	191

Graffiti SR by Wards 2017-18

Ward	Reported
Bethnal Green	14
Blackwall and Cubitt Town	2
Bow East	4
Bow West	8
Bromley North	12
Canary Wharf	6
Island Gardens	1
Limehouse	4
Mile End	10
Poplar	1

Shadwell	18
Spitalfields and Banglatown	13
St Dunstan's	5
St Katharine's and Wapping	8
St Peter's	33
Stepney Green	3
Weavers	23
Whitechapel	11
Grand Total	176

<p>Cabinet</p> <p>27 February 2019</p>	
<p>Report of: Ann Sutcliffe – Acting Corporate Director, Place</p>	<p>Classification: Unrestricted</p>
<p>Tower Hamlets Waste Management Strategy</p>	

Lead Member	Councillor David Edgar – Cabinet Member for Environment
Originating Officer(s)	Dan Jones, Divisional Director Public Realm. Fiona Heyland Head of Waste Strategy, Policy and Procurement
Wards affected	(All Wards);
Key Decision?	Y
Forward Plan Notice Published	13 December 2018
Reason for Key Decision	Impact on Wards
Strategic Plan Priority	A borough that our residents are proud of and love to live in;

Executive Summary

This report presents the Council’s Waste Management Strategy 2018 - 2030, at appendix one, for approval by the Mayor in Cabinet. It details the Council’s priorities and sets the future direction for waste, recycling and cleansing services, in order to deliver environmental improvements across the whole borough. The Strategy sets a framework for waste services from which operational, planning and any future procurement decisions will be based until the year 2030 and it provides a mechanism for demonstrating the Council’s waste services will be delivered in general conformity with national and regional policy.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Note the results of the public consultation carried out on the draft Waste Management Strategy 2018-2030
2. To note the Equalities Impact Assessment considerations as set out in Paragraph 4.1 and 4.2.
3. Adopt the Waste Management Strategy 2018 - 2030.

1. REASONS FOR THE DECISIONS

- 1.1 The Council last adopted a Waste Strategy in 2003 and since that time the legislative framework surrounding waste management has changed significantly with the EU, the UK Government and the Mayor of London driving the agenda towards a more sustainable and circular economy. This has resulted in challenging targets being set at both regional and national levels. For instance the Mayor for London's target that by 2030, 65 per cent of municipal waste will be recycled.
- 1.2 Environmental improvements are a key priority for Tower Hamlets, the Mayor of Tower Hamlets has made a Manifesto pledge to achieve 35% recycling by 2022. However delivering these improvements within an inner London Borough are challenging. To meet these challenges there is a need to reduce the amount of waste created and increase the percentage that is reused, recycled or composted.
- 1.3 An increased focus on improved engagement, communication and education with resident, business and visitors to the borough is essential in order to encourage positive behaviour change. The need to work closely with registered social landlords, managing agents, private landlords and housing associations is key to encouraging responsible management of waste people produce.
- 1.4 To this end, the Waste Management Strategy sets out the key policy and service changes that are needed to support the delivery of these improvements as well as the behaviour changes and incentives that are required. The strategy itself will be supported by a number of key delivery plans that will be developed during the life of the strategy.
- 1.5 The Waste Management Strategy also provides the Council with a mechanism for demonstrating that its waste management services will be delivered in general conformity with national and regional strategy and policy and how the Council's own targets and performance will contribute to national and regional waste and recycling targets.
- 1.6 The Council is required to develop a Reduction and Recycling Plan, as set out in Proposal 7.2.1.b of the London Environment Strategy. This plan will be developed as part of the implementation planning process for the Waste Management Strategy. The Reduction and Recycling Plan must be submitted to the GLA for review and approval by the end of March 2019.

2. ALTERNATIVE OPTIONS

- 2.1 The Waste Management Strategy details the Council's priorities and sets the future direction for waste, recycling and cleansing services, in order to deliver environmental improvements across the whole borough. The Strategy provides a mechanism for demonstrating the Council's services will be delivered in general conformity with national and regional policy. The Mayor

may choose not to progress the Waste Management Strategy. This course of action is not recommended as it would not provide a way of sharing and delivering on a vision for future waste management, or demonstrating general conformity.

- 2.2 The Mayor in Cabinet may choose to further amend the Waste Management Strategy. This would require further consultation with the GLA and presentation to Cabinet at a later date, delaying the implementation process. The Waste Strategy is fundamental to informing and supporting the design and mobilisation of the new in-house waste services. Any delay in adopting the Strategy could negatively impact on this process and driving increased engagement and behaviour change to achieve the 35% recycling target by 2022.

3. DETAILS OF REPORT

- 3.1 The overall objective for the Waste Management Strategy (the Strategy) is to drive more sustainable waste management in the borough and contribute to the Council's priorities to deliver on commitments to create a cleaner borough and increase waste minimisation, re-use and recycling.
- 3.2 The Strategy covers the period to 2030, with an expectation that it will be reviewed every four years. The strategy is structured around six priority areas:
1. Collaboration at the heart of change
 2. Supporting people to love their neighbourhood
 3. Supporting people to reduce, re-use and recycle
 4. Making waste a resource
 5. Reducing carbon and improving air quality
 6. Building our green economy

Highlights of the Waste Management Strategy

- 3.3 The Strategy recognises the challenges that the borough faces as a result of the growing population and increased density of housing in the borough and the pressure that this places on our waste and cleansing services.
- 3.4 A key focus of the Strategy is delivering a cleaner and greener place that everyone is proud to live in, work in and loves to visit and the Strategy emphasis the need to work with more people and organisations to achieve this.
- 3.5 A central aim of the strategy is to move more of our waste up the waste hierarchy with the core objective of helping residents to reduce waste and keep items in use for longer in line with the principles of a more circular economy.

3.6 The Strategy will guide a service improvement programme with a core objective of delivering a marked improvement in our recycling services in order to achieve increased recycling performance and reduce levels of contamination.

3.7 The Strategy accounts for the need to improve local air quality in the borough by cutting emissions from our waste management activities,

Consultation Process

3.8 Following engagement with Members and other stakeholders a draft Strategy was developed and presented to Cabinet in June 2018, requesting approval to commence public consultation.

3.9 The public consultation commenced on 3rd August 2018 and ran for a period of nine weeks, closing on 5th October. The aim of the consultation was to present the key ideas and proposed service changes set out in the draft Strategy and obtain feedback from as broader range of local stakeholders as possible. An online communication strategy, and particularly the use of social media, was implemented throughout the consultation period to advertise events and put out messages related to the draft Strategy.

3.10 A summary of the consultation engagement activities is set out below:

- **Online Questionnaire** - The online questionnaire was ‘live’ for the entire consultation period with a total of 681 respondents.
- **Telephone Survey** - SMSR Research conducted a telephone survey along with some face-to-face research with 1,100 people interviewed.
- **Targeted Focus Groups** - Five focus group events were run in collaboration with Resource Futures and were designed to engage particular stakeholder groups around specific areas of the waste strategy. These events were also arranged to cover a diverse range of times and locations.

	Venue	Time	Stakeholder Group
1	Account 3	Thursday 6 th September 1-3pm	3 rd and Voluntary Sector
2	Whitechapel Idea Store	Wednesday 12 th September 11am-1pm	Business Sector
3	Island House Community Centre	Thursday 20 th September 4-6pm	Schools/Parent Groups
4	Ecology Pavilion	Wednesday 26 th September 6-8pm	RSLs, TRAs, MAs, Residents

5	Room C1 Mulberry Place	Thursday 27 th September 13:30-15:30	RP Staff
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- **Public Engagement Events** – Four public engagement events were run in collaboration with The Campaign Company and paralleled the focus groups. As public-facing events. The activities included an information stall, merchandise giveaways, and fun activities facilitated by Campaign Company staff. Participants were encouraged to complete online questionnaires using mobile devices, or contribute ideas and views of the services in other creative ways, such as writing messages on a ‘graffiti wall’. The Campaign Company recorded a total of 188 direct engagements that resulted in the completion of the online questionnaire or recording of views, while many other passers-by spoke with facilitators but did not take part in activities.

The events took place as follows:

Date	Time	Place
6 September	12 – 3pm	Bethnal Green Gardens
12 September	11 – 2pm	Whitechapel Market
22 September	11 – 2pm	Chrisp Street Market
26 September	4:30 – 6:30pm	Ecology Pavilion; Mile End Park

- **Summit Event** – A Summit Event took place on Monday 1st October from 6-8pm at The Atrium (124 Cheshire St, E2 6EJ). This public event was open to all and provided an opportunity to engage stakeholders regarding our proposed strategy, and waste services, and environmental issues and challenges in general. In total, 65 people attended and were given the opportunity to ask questions to speakers and panellists.

3.11 A copy of the draft Strategy was also sent to the GLA on 11th September 2018 in order that it could be reviewed for general conformity with the Mayor of London’s Environment Strategy.

Headline findings from the public consultation

3.12 In the main, the responses to the consultation were positive and the priorities and targets set out in the draft Strategy were largely supported. The following is a summary list of the headline findings:

- Residents living in purpose built flats are least likely to try to recycle everything;
- Older age groups are more likely to be engaged in recycling;
- Environmental issues appear the main drivers for why people recycle;
- More information is needed about what can and can’t be recycled as there is still some confusion over this;
- Storage for recycling is still an issue for many residents;

- More education, engagement and outreach is wanted;
- Services need to be improved as they are no longer meeting the needs of users.

3.13 Detailed below are key aspects of the consultation and what we learned from our stakeholders:

- **We asked what the council can do to help people recycle more and produce less waste**

What was said

It was clear from the consultation that the recycling service needs to be improved with respondents wanting a regular, reliable and standardised recycling collection service and more or bigger recycling bins. Charging for over production of waste and lack of recycling had more limited support. Respondents felt that providing the right amount of waste and recycling storage each week and providing a standard weekly collection of recycling across all properties would encourage less waste and more recycling. Therefore the council should look to other options and service provision to encourage waste minimisation and greater recycling. Respondents to the questionnaire were keen to see the council collect a wider range of materials for recycling and there is a clear need for the council to encourage more recycling and provide clearer guidance on what can and cannot be recycled.

Our plans for helping people recycle more and produce less waste

The council will review bin numbers and frequency of collections from purpose built flats and consider options for standardising collections from houses, this will include reviewing the containers used for collecting waste and recycling from houses.

Improving recycling on Estates;

We are working with Tower Hamlets Homes, other social and private landlords as part of our Estate Waste Improvement project and looking at a range of infrastructure improvements and pilot schemes with the aim to increase levels of recycling and better general management of waste. Through the project we will be looking to increase the capacity for dry recycling bin provision, ensuring there is suitable signage to help residents to recycle correctly and investigating options for incentivising residents to recycle more of their waste.

We will look to deliver more joint communication and engagement activities and we will work closely with other housing providers to roll out the improvements across the Borough to increase the level and quality of recycling collected.

We will review our policy on recycling sack distribution and ensure

blocks of flats have sufficient number of recycling bins.

Engaging the wider community;

We will look to work more closely with schools and community organisations to deliver a programme of engagement activities as a means to improving resident's knowledge and understanding of waste minimisation and recycling activities.

Increasing the range of materials collected for recycling:

We will explore options to collect other items such as textiles and small electricals for recycling and develop a comprehensive communications plan, improving on the way we engage with residents and the local community.

- **We asked about food waste collections**

What was said

There is support for providing a separate food waste collection to all properties and it is seen as important to increase recycling. Over 60% (of those who don't currently have a service) said they would use a food waste recycling service if provided

Our plans for food waste collections

Providing a service to blocks of flats can be challenging with issues of storage space and contamination to overcome. The council will conduct food waste collection trials, benchmark other boroughs and carry out a feasibility study to determine the most practicable approach for expanding the service to blocks of flats.

We will improve on our service to houses, review starch liner provision and encourage greater participation.

- **We asked how the council can help people to share, repair and reuse more**

What was said

A large proportion of respondents felt that increasing the amount of furniture and other large household items for collection would help them share, repair and reuse more. Organising other reuse and sharing initiatives were popular.

Our plans to help people share, repair and reuse more

The council already operates a comprehensive collection service but it is evident from the consultation that the service is not accessed or used by a large proportion of the Borough. We will review the service to ensure that it is more accessible and more material is captured for reuse and recycling.

We plan to explore other initiatives and work closely with local community groups and charities to enable residents to donate and

access reusable items.

- **We asked about our commercial waste service**

What was said

Businesses felt that the existing waste and recycling service is not meeting their needs. The pricing is not competitive with other local contractors. Some expressed concerns over the quality of the sacks provided and limitations and range of the services on offer.

Our plans for the commercial waste service

Bringing the waste collection services in-house provides the council with a great opportunity to improve, rebrand and relaunch its commercial waste service. In order to contribute to the Mayor of London's recycling target of 50% of Local Authority Collected Waste to be recycled by 2025 the amount of recycling collected from businesses in the borough needs to increase greatly. The dry recycling collection service will be promoted and encouraged and the terms of the whole service changed to allow greater flexibility to meet needs of businesses in the borough, whilst still being competitive. We will look in to the feasibility of offering a food waste collection service for businesses.

- 3.14 The key findings and lessons learned from the public consultation have been incorporated into the Council's intentions that are set out in the final version of the Strategy.

GLA Review of General Conformity

- 3.15 As indicated in paragraph 3.11 above, a copy of the draft Strategy was submitted to the GLA for review of general conformity with the London Environment Strategy as part of the consultation process. The Council received an initial officer response on 1st October 2018 which indicated areas of the Strategy that were confirmed as being in general conformity and indicating areas of the Strategy that needed strengthening.. Details of the GLA's review of general conformity is attached as Appendix 3.
- 3.16 The Strategy has been updated to address the comments made by the GLA and as such will be in general conformity with the London Environment Strategy.

Next Steps

- 3.17 Detailed delivery plans will now be drawn up, costed and taken forward. The development of these plans will be linked to our business as usual improvements and the work that is being undertaken to bring the waste collection and cleansing services back in house from April 2020.

4. EQUALITIES IMPLICATIONS

- 4.1 An Equalities Analysis has been carried out in relation to the Waste Management Strategy to identify any evidence or views that suggests that different equality or other protected groups (inc' staff) could be adversely and/or disproportionately impacted by the proposal.
- 4.2 The majority of the proposals will make positive impact on the environment of the Borough, which will be beneficial for all regardless of their background. The consultation did not demonstrate that any particular equality group was against any particular proposals. The Equalities Assessment is attached at Appendix 2

5. OTHER STATUTORY IMPLICATIONS

- 5.1 This section of the report sets out other specific statutory implications.

Best Value Implications

- 5.2 Waste and recycling services have a current combined annual value of annual value of £29.7M. The predicted growth in population and properties in the borough over the life of the Strategy would be likely to increase the annual costs of these services, as the quantity of waste generated in the borough increases.
- 5.3 The Strategy provides the Council with a framework for delivering more sustainable waste management services in the future. Through the implementation of the plans set out in the Strategy the Council can seek to deliver more effective and efficient services and drive greater engagement in waste minimisation and recycling in order that cost impacts of managing waste from an increased population can be mitigated.

Consultations

- 5.4 Details of the public consultation and other consultation activities on the draft Waste Management Strategy are set out in section 3 of this report.

Environmental Implications (including air quality)

- 5.5 The Council's waste management services contribute to the protection of the environment and protecting human health through the effective management of waste arising in the borough.
- 5.6 Moving waste up the waste hierarchy i.e. by ensuring a greater quantity of waste is re-used or recycled as opposed to being disposed of as residual waste, contributes to the Council's efforts to mitigate the impacts of climate change by reducing the carbon footprint of the Council's waste management services.
- 5.7 Through the implementation of the Waste Management Strategy and delivery of future waste management services the Council will ensure the in-house service contributes to the Council's sustainability agenda by ensuring the

vehicle fleet meets the latest emissions' limits specifications and detailed improvement plans are in place for contributing to a greener environment.

Risk Management Implications

5.8 The Council last adopted a Waste Strategy in 2003 and since that time the legislative framework surrounding waste management has changed significantly with the EU, the UK Government and the Mayor of London driving the agenda towards a more sustainable and circular economy. This has resulted in challenging targets being set but other aspects of the EU's package on the Circular Economy have yet to be set out in national strategy and policy. The following are the key areas of risk the above arrangements are seeking to mitigate.

- The outcome of the EU referendum has created a period of uncertainty surrounding how the legislative framework for waste management services may be impacted by the UK leaving, as much of the current legislation has been driven by EU Directives. There is an expectation that the EU's package on the circular economy will lead to changes to a number of EU directives on waste. There is an expectation that these revised directives will be transposed into UK law but once the UK has left the EU there could be divergence of legislation and policy over time.
- The Government published its new Resources and Waste Strategy on 18th December 2018. This new strategy sets out the Government's intentions to redress the balance of consumerism in favour of the natural world by maximising the value or the resources that are used and minimising waste that is generated. Whilst the strategy sets out proposals in relating to placing a greater emphasis on producers to pay the full net cost of managing waste that their products produce through an "extended producer responsibility regime" and the potential implementation of a Deposit Return Scheme for packaging items, both intentions are subject to a consultation process and so any specific impact on the Council's new Strategy and waste management services are not fully clear at this time. However, ensuring the focus for the new services remains on the waste hierarchy, sustainable good practice, cost efficiency and meeting the needs of the local community, the service can somewhat mitigate the potential impacts of changes to the legislation.
- The anticipated growth in population will result in increasing total annual tonnages of Municipal Waste being generated, increasing pressure on future services and the resources needed to deliver those services and the Council's budget. To help mitigate the impact of population growth on the quantity of waste the Council has to manage in future years, the Strategy incorporates a greater focus on waste minimisation. Being at the top of the waste hierarchy and meaning waste generation is prevented would provide the greatest opportunity to reduce the Council's costs for waste management services.

- The nature of the Council's housing stock provides significant challenges for the delivery of recycling services and aspirations to achieve the higher level of recycling performance that both the Mayor of Tower Hamlets and the Mayor of London have pledged. The Strategy places a greater focus on driving the right behaviours to improve both the quality and quantity of recyclable materials the council collects. This will not only help to drive improved recycling performance but will help to mitigate the overall costs for waste services.
- The Resources and Waste Strategy has set out that the Government's intention to ensure that every household and relevant business has a separate weekly collection of food waste, albeit that this intention is subject to consultation. Expanding the food waste service to flatted properties, where practicable, is a Mayoral priority for Tower Hamlets, is a priority within the London Environment Strategy and received strong support from residents in the public consultation. As stated in paragraph 3.8 above, providing a food waste recycling to blocks of flats is likely to be more challenging than the provision of this service to street level properties has been. It will be important to conduct trials, benchmark other boroughs and carry out a feasibility study to determine the most practicable approach for expanding the service to blocks of flats in order that any potential negative impacts can be mitigated.
- Lack of effective engagement with key stakeholders such as registered social landlords, managing agents and housing associations in relation to the proposals for controlling residual waste, reducing the levels of contamination and improving the presentation of waste on collection day could prevent the Council from its goals in relation to waste minimisation and improved recycling performance. By working more closely with these stakeholders through the Housing Forum and its sub-groups to deliver more effective and efficient services and a greater level of joint education and engagement activities this risk can be mitigated.
- There is a potential for negative publicity in relation to taking a more robust approach to controlling volumes of residual waste and taking enforcement action against littering and small scale dumping. This risk can be mitigated by providing the opportunities for people to demonstrate correct behaviours before such action is taken.

Crime Reduction

- 5.9 Waste crime damages the environment, causes distress to our communities adding to the fear of crime and some people feeling unsafe in their community. Waste crime also costs the Council money to sort out the consequences. The actions set out in the Waste Management Strategy sit at the heart of the Council's cleaner, safer, greener agenda.

- 5.10 Where possible, through increased awareness raising and working with partners and other stakeholders, the Council will seek to prevent waste crime in the first place.
- 5.11 Through the Big Clean Up campaign, improving our litter bin infrastructure and better management of the night time economy, the Council is working to reduce incidences of littering and dumping of waste.
- 5.12 Through the implementation of a new graffiti and street art policy and the deployment of increased resources, the Council is working to tackle unwanted graffiti and reduce occurrences of flyposting in the borough.

Safeguarding

- 5.13 There are no safeguarding implications from this report

6. COMMENTS OF THE CHIEF FINANCE OFFICER

- 6.1 This report recommends that the Mayor in Cabinet adopt the Waste Management Strategy 2018 - 2030s. As part of the development of the strategy key policy and service changes are proposed that will enable delivery of sustainable improvements to waste management. In setting out the ambition and priorities for the Council the strategy focuses on 6 priority areas. These areas have been developed for the purpose of shaping the future waste service delivery model for the borough over the next 12 years.
- 6.2 The Strategy provides a mechanism for demonstrating that the Council's waste services will be delivered in general conformity with national and regional policy. Set out within the Strategy are the service improvements, policy changes and response to the challenges faced that will underpin key decisions in relation to service provision. Whilst there are no significant financial implications arising from the recommendations to this report, the adoption of the Strategy will need to be considered within the context of the development of the Council's Medium Term Financial Strategy and competing demands for resources.
- 6.3 The Strategy incorporates a greater focus on waste minimisation, as outlined within paragraph 5.8. Improvements in this area that lead to a reduction in the quantity of waste produced would provide the Council with the greatest opportunity to minimise the costs of waste management services, currently at £29.7m. These costs will need to be considered in the context of growth in population.
- 6.4 The cost of producing the strategy has been contained within the service's revenue budget.

7. COMMENTS OF LEGAL SERVICES

- 7.1 The Council is a relevant waste authority and the Environmental Protection Act 1990 ("the Act") provides that local authorities have a duty to arrange

collection of household waste and collection of at least 2 types of recyclable waste.

- 7.2 .Extensive consultation has been carried out over a 9 week period and is publicised in the “Draft Waste Management Strategy Public Consultation Report”.
- 7.3 An Equality Assessment has been carried out and the results taken into account when reaching the decision to recommend that the draft Strategy is adopted. This is compliant with the Council’s Equality Duty and is sufficient for the Council to understand the impact of its decisions on persons who have a protected characteristic. The legal duty on the Council is to ensure that it properly understands the impacts of its decisions for the purposes of Equalities.
- 7.4 The Act gives a local authority power to require residents to place waste for collection in specified receptacles and has a discretion whether to charge a fee or not for the receptacle.
- 7.5 Failure, without reasonable excuse to comply with a requirement to place the household waste in a specified receptacle or the failure to comply with a notice requiring action to be taken in respect of commercial or industrial waste (that is likely to cause a nuisance or to be detrimental to the area) could lead to a prosecution, punishable by a fine for up to £1,000. A local authority can also issue a Fixed Penalty Notice for either of these offences.
- 7.6 In carrying out its functions, the Council must also comply with the public sector equality duty set out in S149 Equality act 1990, namely it must have due regard to the need to eliminate unlawful conduct of opportunity and to foster good relations between persons who share a protected characteristic and those who do not.
- 7.7 The Council has a duty to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness by virtue of the best value due in accordance with section 3 of the Local Government Act 1999.

Linked Reports, Appendices and Background Documents

Linked Report

- None.

Appendices

- Appendix 1 – Waste Management Strategy 2030
- Appendix 2 – Equalities Impact Assessment
- Appendix 3 – GLA Review of General Conformity

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

- Draft Waste Management Strategy - public consultation report

Officer contact details for documents:

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LOVE
YOUR
NEIGHBOUR
HOOD



TOWER HAMLETS

DON'T LET OUR FUTURE GO TO WASTE

Waste management strategy 2018-30



**MAYOR OF
TOWER HAMLETS**

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Foreword

Tower Hamlets is a growing borough. Over the next ten years the population is projected to increase from 317,000 to 371,000. The number of businesses and people working here is likely to increase, which will increase the amount of waste that the council needs to collect and dispose of. This increase in waste will come at a time of shrinking budgets.

It's likely that the percentage of the population living in flats, over 80 per cent, won't change. By 2025, we need to have 39,000 more homes according to the London Plan.

This draft waste management strategy presents our ideas about how we improve services and respond to these challenges. It sets out six priorities to guide the way we develop and improve our work over the next 12 years.

We need to reduce the amount of waste created and increase the percentage that is reused, recycled or composted. We need to work with the people and businesses of Tower Hamlets to encourage pride in our environment and encourage and enable ways of dealing with waste that help us all. We need to collaborate with and provide leadership to businesses, housing associations and others that have a responsibility for managing waste. Reducing carbon emissions and improving air quality is an important part of what we want to achieve.

Thank you to all those who have given their views, which have helped shape our future approach to waste management. Getting the most for local people and businesses out of those who deliver waste services is another goal we're setting ourselves.



**Mayor of Tower Hamlets
John Biggs**



**Councillor David Edgar
Cabinet Member for Environment**

Executive Summary

Our borough is growing and changing fast, along with our impact on our local environment. 'Don't let our future go to waste' is the council's strategic approach to managing waste in Tower Hamlets until 2030.

We asked residents, businesses, and other stakeholders what they thought about our intentions for managing waste and making our local environment better. We knew that our current waste services needed improvement and almost everyone agreed with our planned approach. We also learned that despite having many challenges to overcome, there is a wide commitment to working with us to make Tower Hamlets a clean and green place they are proud of and love to live in, work, study and visit.

The six priorities below guide our strategy and provide a framework for our services moving forward.

1 Collaboration at the heart of change

– The more we work together, the more waste we can reduce, reuse and recycle.

2 Supporting people to love their neighbourhood

– We will design services with our users in mind to encourage everyone to love their neighbourhood and take responsibility for their own waste.

3 Supporting people to reduce, reuse, and recycle

– We will encourage and enable everyone to follow the three R's in their daily lives to lower our environmental impact.

4 Making waste a resource

– We will provide opportunities for our service users to keep materials in use rather than throwing them away.

5 Reducing carbon and improving air quality

– We will help improve local air quality by cutting emissions from our waste management activities.

6 Building our green economy

– We will capitalise on 'green opportunities' for our residents and businesses where possible.

The council is committed to increasing the participation of our service users so that the service changes presented in this document are fit for purpose and designed around the needs of residents, businesses and visitors of Tower Hamlets. We aim to enable everyone in the borough to play their part and take action to reduce the impact of waste on our local environment.

Service changes and the setting of waste reduction and recycling targets initiated by this strategy will take place in a series of phases beginning in early 2019.

Consultation with Tower Hamlets service users

Our draft waste management strategy, 'Don't let our future go to waste', went through a wideranging public consultation from August to October, 2018, including public events and a waste summit with partners.

Methodology

We sought the views of as many people as possible including residents, businesses, partners, and other stakeholders*. The response to our consultation was largely supportive and we now have a much clearer idea of what our service users want. Some of the key lessons from our consultation are highlighted below.

We asked what the council could do to help people recycle more and produce less waste

Respondents agreed that the recycling service needs to be improved with respondents wanting a regular, reliable and standardised recycling collection service and more or bigger recycling bins.

Respondents felt that providing the right amount of waste and recycling storage each week and providing a standard weekly collection of recycling across all properties would encourage less waste and more recycling.

Respondents were keen to see the council collect a wider range of materials for recycling and there is a clear need for the

council to encourage more recycling and provide clearer guidance on what can and cannot be recycled.

What the council will do

The council will review bin numbers and frequency of collections from purpose built flats and consider options for standardising collections from houses. This will include reviewing the containers used for collecting waste and recycling from houses. We will review our policy on recycling sack distribution and ensure blocks of flats have sufficient number of recycling bins.

We will explore options to collect other items such as textiles and small electricals for recycling and provide clear guidance and information on recycling.

We asked about food waste collections

Respondents were supportive of providing a separate food waste collection to all properties and it is seen as important to increase recycling. Over 60 per cent (of those who don't currently have a service) said they would use a food waste recycling service if provided.

What the council will do

Providing a food waste service to blocks of flats can be challenging with issues of storage space and contamination to overcome. The

*681 online questionnaire responses
1,100 phone interviews from a representative sample
188 interviewed at public events
65 summit event attendees

council will conduct food waste collection trials, benchmark other boroughs and carry out a feasibility study to determine the most practicable approach for expanding the food waste service to blocks of flats.

We will improve on our service to houses, review the provision of biodegradable bin liners, and encourage greater participation.

We asked how the council can help people to share, repair and reuse more

A large proportion of respondents felt that increasing the amount of furniture and other large household items for collection would help them share, repair and reuse more. Organising other reuse and sharing initiatives were popular.

What the council will do

The council already operates a comprehensive collection service, but it is evident from the consultation that the service is not accessed, or used by, a large proportion of the borough. We will review the service to ensure that it is more accessible and more material is captured for reuse and recycling.

We plan to explore other initiatives and work closely with local community groups and charities to enable residents to donate and access reusable items.

We asked about our commercial waste service

Businesses felt that the existing waste and recycling service is not meeting their needs. The pricing is not competitive with other local contractors. Some expressed concerns over the quality of the sacks provided and limitations and range of the services on offer.

What the council will do

In order to contribute to the Mayor of London's recycling target of 50 per cent of Local Authority collected waste to be recycled by 2025, the amount of recycling collected from businesses in the borough needs to increase greatly. The dry recycling collection service will be promoted, encouraged and changed to allow greater flexibility to meet needs of businesses in the borough, while still being competitive. We will look in to the feasibility of offering a food waste collection service to businesses.

Working with our stakeholders and service users

The council is committed to involving as many service users and stakeholders as possible to ensure that the service changes presented below are fit for purpose and designed around the needs of residents, businesses and visitors of Tower Hamlets.



Our vision and aims – six key priorities

We want everyone in Tower Hamlets to play their part in improving and protecting our environment. We need everyone to take action to reduce the impact of waste, and help make the Borough a clean and green place they are proud of and love to live in, work, study and visit¹.

Collaboration at the heart of change

By working with residents, housing associations, private landlords and businesses, we create the right infrastructure to have profound impacts on reducing waste.



Supporting people to love their neighbourhood

We want to support people to take responsibility for their waste and their neighbourhood.



Supporting people to reduce, reuse and recycle

Encouraging more people to follow the three 'r's in their daily lives.



Making waste a resource

Materials can be used over and over again in a circular economy. Our first thought for waste should be about what it can be turned into.



Reducing carbon and improving air quality

We want to reduce carbon emissions from waste activities and help to improve air quality.



Building our green economy

Our green economy can provide new opportunities for jobs, training and business in Tower Hamlets.



Introduction – Why do we need a waste strategy?

Tower Hamlets is growing

Tower Hamlets is a dynamic and vibrant place to live in, work, learn and play, with diverse and creative communities, award winning parks and a successful world class economy. With this growth in people, business and visitors we are producing more waste that needs to be reduced, reused or recycled.

Waste is increasing

Since we first introduced a waste management strategy in 2003, the way we think about waste has changed from a problem to be managed, to a source of valuable materials.

New laws require us to increase the quality and quantity of materials recycled, and there is growing interest in finding ways to avoid waste altogether by using resources again and again.

We need to think about reducing the amount of waste we produce, reusing more things rather than throwing them away, and how we can recycle as much as possible.

We are suffering from the impact

Some people are not taking responsibility for the waste they throw away. Dropping litter, fly tipping, causing graffiti, flyposting, and dog fouling all damage our environment, our neighbourhoods, and our economy.

We want an environment we can be proud of

We want a cleaner and greener borough that everyone is proud to live in, work in and loves to visit.

It's not going to be easy with the challenges we face

Delivering environmental improvements in a London borough is challenging. In Tower Hamlets these challenges are more complex because we have:

- **One of the highest population densities and fastest growing populations in the country.**
- **Increasing number of visitors and workers across the borough.**
- **Over 80 per cent of residential properties are flats.**
- **One of the fastest growing night time and weekend economies in London.**

We need to involve more people to solve the problem

We need more people to think about how we produce less waste, how we can reuse things rather than throw them away, and how we can recycle as much as possible.

We need everyone to take responsibility for reducing the impact of waste on our neighbourhoods and wider environment.

We need to be ambitious

This strategy sets our intentions for reducing waste over the next 12 years.

We have set ourselves challenging waste and recycling targets and plan to increase the household recycling rate from 26.4 per cent in 2017/18 to 35 per cent by 2022.

We also need to work with all local businesses to help them waste less and recycle more.

We want to help prevent waste and increase the reuse of products and materials.

We want to recycle and compost as much as possible. This will prevent valuable materials going to landfill or to energy from waste facilities and will help us reduce our costs.

It is an ambitious plan, but we believe it can be done.

We need to innovate to improve

The council needs to invest in new ways of managing waste, with increased costs at the same time that local authority budgets are being reduced. We will have to be more efficient, innovative and committed than ever, and the public will have to play its part.

We will take the opportunity to re-design and deliver innovative, cost effective, and customer focused waste management, recycling and cleansing services.

LOVE YOUR NEIGHBOURHOOD

TOWER HAMLETS

Nominate an area:
#TheBigCleanUp
@TowerHamletsNow

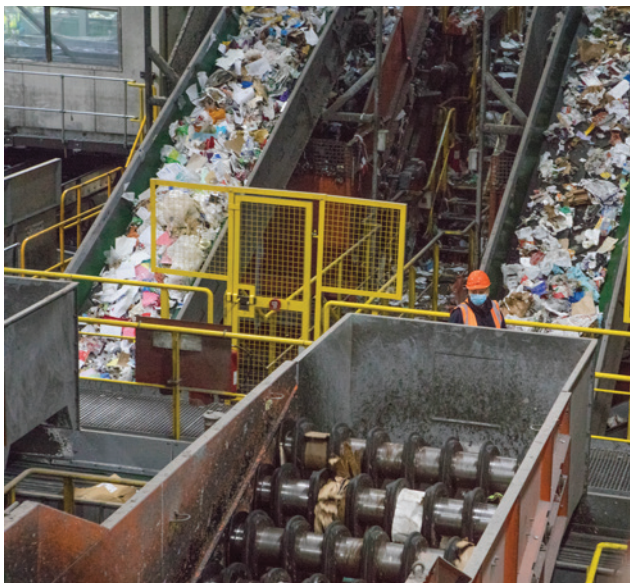
THE BIG CLEAN UP

Our Waste Management Challenges

Waste management changes

The changing national and international situation regarding waste management and the uniqueness of Tower Hamlets presents two key waste management challenges:

- The legislation governing waste management in England has been driven by a common European Union framework. We don't know what the outcome of Brexit will mean for future laws on waste.
- Changing international markets for recyclable materials and limited access to regional recycling facilities may result in increased recycling costs



Annual household recycling has increased dramatically from 3.5% in 2003/04 to 26.4% in 2017/18

Collection of food and garden waste from street level properties implemented in 2008

Household waste has reduced by 4 per cent per person since 2009/10

Beginning in 2011/12, all residual waste has been diverted from going directly to landfill to energy recovery

We have successfully responded to the continual rise in annual total household waste following population growth

We collected and processed 113,059 tonnes of waste in 2017/18

Our residents are positive towards our recycling and refuse collections – resident satisfaction for refuse collection in 2018 was 72 per cent; recycling collection was 61 per cent

Tower Hamlets population and households keep growing

The projected increase in Tower Hamlets population² along with housing development pressure³, particularly in Blackwall, Cubitt Town and the Isle of Dogs, will add pressure to our waste and recycling collection services.

Tower Hamlets has an increasingly high population density with over 80 per cent of households living in flats and using shared waste and recycling bins. These properties typically produce half the amount of recycling that is achieved from houses with individual bins.

Lack of indoor storage space and infrastructure in flats can mean that residents in flats are unable to separate their waste in the home for recycling. This leads to high levels of recyclable waste being disposed of.

The borough has lots of residents renting property that don't live in the same place long enough to learn about local recycling opportunities and become good recyclers⁴.

Continuing cuts to council budgets means that all council services, including waste management services, are experiencing growing financial pressure.



Business is on the increase

In March 2017, there were around 16,800 local enterprises in Tower Hamlets. The number of businesses has grown by 55 per cent in the last five years (up from 10,900 enterprises in 2012). The vast majority of businesses in the borough are small businesses. 98 per cent of enterprises employ fewer than 50 people. In 2016, there were an estimated 278,000 jobs in Tower Hamlets, which is higher than the number of working age residents (225,300). In 2015, Tower Hamlets had 1.35 jobs for every working age resident, which was the sixth highest job density in London.



² The number of people living in Tower Hamlets is projected to increase from 317,200 in 2018 to 370,700 in 2028. This is 17% growth, almost twice as fast as London (10%) and is equivalent to 15 additional residents every day for the next decade.

³ The number of households in Tower Hamlets is projected to increase from 132,100 in 2018 to 160,100 in 2028.

⁴ 73% of total housing in Tower Hamlets is rented

Waste in Tower Hamlets

The total amount of waste collected in 2017/18 was 113,059 tonnes. The table below shows how this is broken down by waste type.

Waste Tonnages 2017/2018

Waste Type	Recycling	Food and Garden Waste	Textile reuse and recycling	Residual Waste	TOTALS
Houses, flats and schools	11,444	821	651	52,517	65,433
Bulky waste	1,215	-	-	1,197	2,412
Non household waste (including business waste)	3,694	271	-	29,833	33,798
Cleansing	3,388	-	-	2,413	5,801
Fly tipped	1,529	-	-	1,542	3,071
Re-use and Recycling Centre	1,696	188	-	661	2,545
TOTALS	22,967	1,280	651	88,161	113,059

Where our waste and recycling goes after collection

Waste type	What happens to waste after collection?
Mixed dry recycling (paper, card, glass, plastic, cans)	Our mixed dry recycling is separated into different types of material at a materials recovery facility before being sent to be made into new products.
Food and garden waste	Our food and garden waste is taken to a composting facility where it is processed into a compost product
Residual waste (rubbish that is not recycled)	The residual waste we collect is taken to our waste transfer station at Northumberland Wharf, loaded in to containers, and transferred down river to an energy from waste facility at Belvedere in Bexley.
Other wastes	For other wastes we use various treatment methods depending on the nature of the waste collected

Managing waste in Tower Hamlets

Tower Hamlets will continue to face considerable development pressure throughout the life of the waste management strategy. The planning process, guided by the revised Tower Hamlets Local Plan⁵, will assist developers to give clear guidance on the amount of space and volume of storage needed for effective waste and recycling.

This gives priority to reducing the volume of storage for waste and increasing volume of space for recycling⁶.

New developments must include sufficient space to separate and store dry recyclables, organic waste and residual waste for collection within individual and multi-occupancy properties.

Guidance on the volume of waste and recycling storage needed for each new household is embedded within the Local Plan⁷. This guidance is in place to encourage residents to minimise unnecessary refuse production and encourage recycling.

National and regional waste policy

'Don't let our future go to waste' has been designed to conform to national and regional waste management aims, objectives and targets.



National waste management objectives are set by 'A Green Future: Our 25 Year Plan to Improve the Environment' (2018), which broadly seeks to:

- Ensure that resources are used more efficiently and kept in use for longer to minimise waste and reduce its environmental impacts by promoting reuse, remanufacturing and recycling.
- Work towards eliminating all avoidable⁸ waste by 2050 and all avoidable plastic waste by the end of 2042.
- Reduce pollution by tackling air pollution in our Clean Air Strategy and reduce the impact of chemicals⁹.

⁵ At the time of writing, the Tower Hamlets Local Plan is undergoing independent examination by government.

⁶ Tower Hamlets Local Plan 2031 - Policy D.MW3: Waste collection facilities in new development.

⁷ Tower Hamlets Local Plan 2031 (draft) – Appendix 4: Waste collection standards.

⁸ 'Avoidable' means that which is technically, environmentally and economically practicable to avoid.

⁹ 'A Green Future': Our 25 Year Plan to Improve the Environment (2018).

The Government's strategy, 'Our Waste, Our Resources: A strategy for England' (2018)¹⁰ provides clear longer-term policy direction in line with the 25 year environment plan. It aims to guide England's transition to a more circular economy by minimising waste, promoting resource efficiency, and minimising the damage caused to our natural environment by reducing and managing waste safely and tackling waste crime. The national strategy also provides a blueprint for invoking the polluter pays principle, eliminating avoidable plastic waste, doubling resource productivity, and eliminating avoidable waste of all kinds by 2050.

Waste management objectives and targets for London local authorities are set by the Mayor of London in the London Environment Strategy¹¹. The London Environment Strategy outlines a number of London-wide waste targets for the council to contribute to including:

- **50% local authority collected waste recycling target for 2025 and**
- **65% municipal waste recycling target for 2030.**



The London Environment Strategy outlines a minimum level of household recycling service expected from waste authorities, which requires the six main dry recycling materials to be collected from all properties¹²; separate weekly food waste collections (including from flats where practical and cost effective), and a focus on improving recycling performance from flats¹³. As part of our commitment to the aims and objectives of the London Environment Strategy, the council will develop a reduction and recycling plan (RRP) by March 2019. This plan will contain our local waste targets (including a local authority collected waste recycling rate and waste reduction target) and align them to those set in the London Environment Strategy. Once approved by the Mayor of London, the plan will be revised every four years.

Waste in our Local Plan

The new Tower Hamlets Local Plan 2031 sets out how the borough will grow and develop over the next 15 years. Chapter 10 of the Local Plan 2031 (currently under consideration by the Planning Inspectorate) sets out the council's approach to managing our waste and the London Plan apportionment requirements.

Policy S.MW1 identifies existing waste sites in Tower Hamlets (including existing waste sites within the London Legacy Development Corporation area that are within the borough boundary) and areas of search for new sites within Tower Hamlets. Policy S.MW2 sets out the council's approach to new and enhanced waste facilities and policy D.MW3 sets out the council's approach to waste collection facilities in new developments.

¹⁰ Our Waste, Our Resources: A strategy for England (2018).

¹¹ The London Environment Strategy, 2018

¹² The six main dry recycling materials are: glass, cans, paper, card, plastic bottles and mixed rigid plastics (tubs, pots and trays).

¹³ LES Policy: 7.2.1

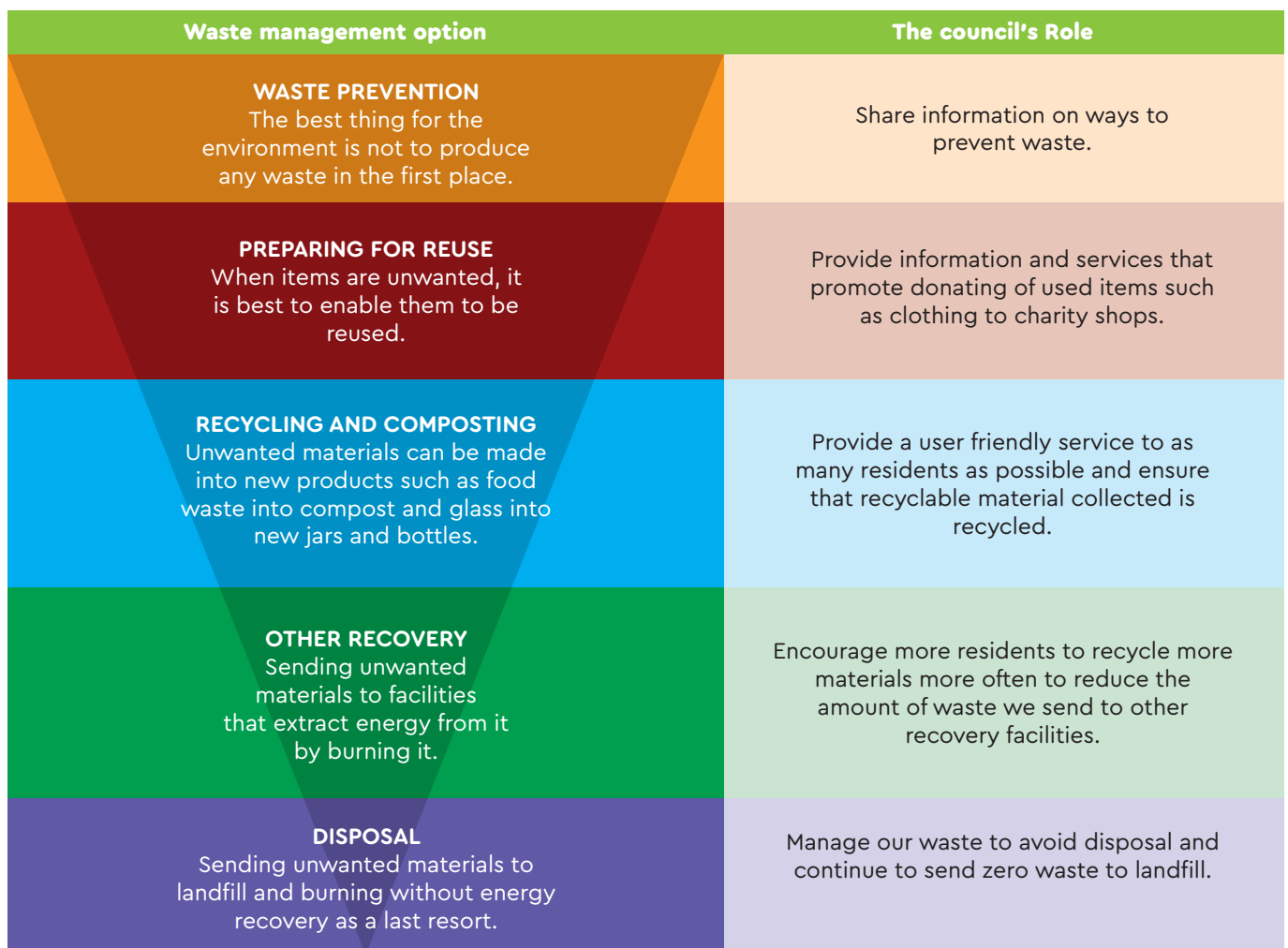
Drivers of change

Waste management legislation has changed a lot over the last 15 years in response to a number of key environmental challenges. New objectives and targets have been set at the national and regional levels for waste management. Two of the most important ideas that have emerged are the waste hierarchy model and the circular economy model.

The Waste Hierarchy

The best practice model we use to manage our waste is the waste hierarchy (illustrated

below). This sets out the preferred order of priority for managing waste in terms of what is best for the environment. The waste hierarchy places the greatest emphasis on preventing waste, then reuse, followed by recycling. Disposal to landfill or energy from waste from incineration are considered the least desirable. Moving waste up the hierarchy away from disposal towards prevention is considered the most important activity for managing waste.

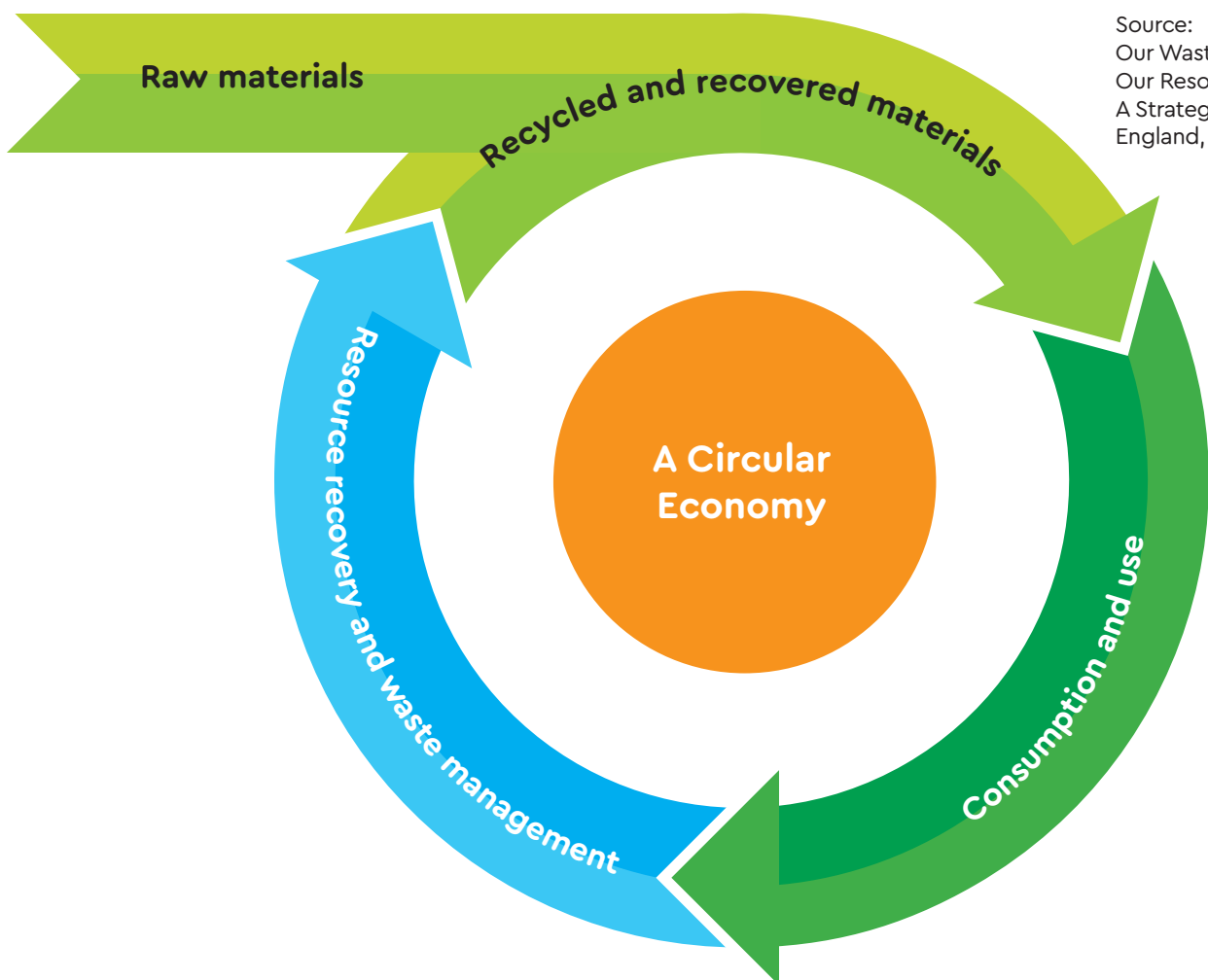


The circular economy

The circular economy model is based on the idea that we don't have an infinite supply of raw materials from which things can be made and that we should look to make new products from reused or recycled material.

Our current linear economy means that raw materials are extracted, products are manufactured, used by people and then thrown away. This produces too much

waste. This can't go on forever as raw materials will eventually run out. The need to become more sustainable means that we need to move to a more circular economic model where the value of products, materials and resources is kept alive in the for as long as possible¹⁴. Our role in this process is to help generate more material that can be made into new products through waste prevention, recycling and reuse in line with the waste hierarchy.



Source:
Our Waste,
Our Resources:
A Strategy for
England, 2018

¹⁴ The European Union's Circular Economy Package (2015) aims to support the transition away from a linear to a circular economy.

Current services and how they are set to change

Collections from our residents

Collection services for residents living in houses or low rise properties

Now: We provide a weekly collection service for residents in houses (and houses converted to flats) of food and garden waste, dry recycling and other waste that can't be recycled, which we call residual waste. This covers approximately 20,000 households.

We provide biodegradable starch bin liners, a kitchen and collection caddy for the storage and collection of food waste and a green reusable bag for garden waste. Starch liners are delivered twice a year and made available for collection from Idea Stores and libraries.

The dry recycling service collects the following materials: card, paper, glass bottles and jars, food and drinks cans, food and drinks cartons, plastic bottles and plastic pots, tubs and trays.

Clear sacks are used for the collection of this dry recycling and these are delivered to houses twice a year and made available for collection from Idea Stores and libraries. Residents in suitable properties and with space can order a purple wheeled bin for the storage and collection of dry recycling.

Residual waste is collected predominately

from black sacks which residents have to buy themselves. However, some households have purchased their own wheeled bins, which we empty each week.

The food waste collection service has a low take up with only 17 per cent of households able to participate in the scheme using it. Support for the dry recycling collection service is high though with 62 per cent of households using the scheme.

Over 50 per cent of what people put in black sacks is food, garden waste and other recycling that could be recovered through our dedicated recycling services.

Our plans: We want to move waste up the waste hierarchy by encouraging reuse, maximising the amount of recycling collected and reducing the amount of waste collected overall.

We will review our weekly waste collection service from houses and consider options for restricting the amount of residual black sack waste collected each week from houses.



We will provide consistent and standardised waste and recycling capacity across all households, with a focus on creating more space for recycling and less space for any black sack waste that cannot be recycled. We will actively promote the recycling service and make sure people understand when to put bags out for collection.

Collection services for residents living in flats

Now: More than 80 per cent of households in Tower Hamlets are flats. This means it is important that we help residents in flats recycle as much as possible.

Residents in flats have their residual waste and dry recycling collected from large shared bins. Access to the residual waste bins is direct or through chute systems.

Recycling containers are located, where possible, in bin store areas with residual waste containers. However, in many older blocks of flats recycling was not considered in the design of the block. They do not have space in existing bin store areas to cater for recycling, or they have residual waste chute systems and rooms, so recycling containers are located outside bin rooms or in a convenient location on the estate.

There are a number of estates which have underground systems for residual waste and dry recycling. Some smaller blocks have a kerbside collection and are requested to leave their dry recycling in the single use sacks outside the main entrance each week.

To help residents recycle, clear recycling sacks are made available for all at the Idea Stores and libraries across Tower Hamlets.

Our plans: We will work with housing associations and private landlords to improve management of waste on estates

and for blocks of flats. We will:

- Provide support in promoting and encouraging resident participation in the recycling services.
- Provide guidance on roles and responsibilities to ensure all properties have suitable designated areas for waste and recycling bins that are accessible to their tenants and to ensure their tenants know how to use the facilities correctly.
- Help to improve access to bins on collection day.
- Consider the responsibility for dealing with contaminated communal recycling bins. Making it clear what not to put in recycling bins and how putting black sack waste in these bins prevents us from recycling.

To encourage recycling, we will be working to make sure that residents have easy access to enough recycling bins where they live. We will be reviewing bin numbers and frequency of collections to provide standardised waste and recycling capacity across all households. Where too much waste is being produced, with little or poor quality recycling, we will look to charge landlords and homeowners where necessary.

We started an estate waste improvement project in 2018 to progress a range of infrastructure improvements and schemes in purpose built blocks to increase levels of recycling and better general management of waste on estates. This project will span two years and work closely with housing providers and engage with residents to ensure blocks of flats have sufficient and easy to use waste and recycling facilities.

The food waste recycling service will be expanded to blocks of flats where practical and cost effective.

Collection services for flats above shops

Now: Flats above shops are provided with a kerbside collection of both residual waste and dry recycling, weekly or daily depending on their location. All main routes have time-banded collections with the recycling collected at least once a day.

Sacks for the storage and collection of dry recycling are delivered to flats above shops twice a year.

Our plans: We will consider providing flats above shops with specific residual waste sacks so that residential waste can be identified from fly-tipped business waste.

Other services

Now: We have one reuse and recycling centre located at Yabsley Street on the Isle of Dogs for residents to bring in a wide range of materials for recycling.

We provide compost bins and wormeries at discounted prices to enable and encourage home composting.

There are small recycling centres and textile banks located throughout the borough and small waste electrical and electronic equipment (WEEE) bins in the libraries. However, the need for the recycling centres has decreased as the recycling service to flats and flats above

shops has been improved and we envisage the need to decrease further.

We also run other events and schemes to encourage waste minimisation, reuse and recycling, for example Swap Days, Love Food Hate Waste events, information stalls in the Idea Stores.

Our plans: We want to provide more residents with access to opportunities for recycling a range of materials, such as textiles and WEEE. We will review how this can be achieved through collections directly from households or through other outlets such as council and housing offices and using local reuse networks and charities.

We will support community composting for estates and blocks of flats to enable residents to compost food waste.



Collection services for schools

Now: All schools are provided with a free collection of co-mingled dry recycling and food waste. The schools are provided with recycling wheeled and bulk bins, food waste wheeled bins, caddies and caddy liners.

We provide schools with a paid for collection of residual waste. This service is discounted and the schools pay for the collection costs only, not disposal costs.

Our plans: We will support schools to encourage the use of all recycling services and ensure that the recycling is free from contamination.

Collection services for businesses

Now: The council offers a commercial residual waste and dry recycling collection service to businesses within Tower Hamlets. The recycling is collected at a lower cost (than residual waste) to act as an incentive to recycle.

In 2017/18 over 28,082 tonnes of residual waste was collected by the council from local businesses but only 973 tonnes of dry recycling.

Our plans: We will develop an improved commercial waste offer that meets the needs of businesses and supports increased commercial recycling and reduction of illegal dumping. We will promote the dry recycling collection service and look in to the feasibility of offering a food waste collection.



The council is legally responsible for cleaning and maintaining the streets, parks, gardens and other public places in Tower Hamlets and we aim to keep the environment attractive for our residents, businesses and visitors.

We will continue to run our Love Your Neighbourhood 'Big Clean Up' events and encourage and support local community groups and other volunteers to get involved in helping to keep the borough clean and tidy.

Now: The 2018 annual residents' survey highlighted a need for improvement with just over a quarter (26 per cent) of residents feeling that rubbish and litter was one of the top concerns in their area.

As a result of this, we are delivering a programme of environmental cleanliness improvements, with key actions targeting litter, rubbish, graffiti, fly posting and fly tipping.



Cleansing services

The majority of our residents, businesses and visitors take responsibility for the waste and litter they produce and use the services we provide. Unfortunately, there is a small minority of people that do not, their actions result in litter, fly-tipping, and dog mess on our streets and in our parks as well as graffiti and flyposting. All of this damages the environment that we all live and work in.



Our plans

Tackling graffiti

We are working to bring in a new graffiti and street art policy, as well as increasing resources to tackle unwanted graffiti.



Tougher cleansing standards

We are looking at tougher standards for cleaning, including working with social and private landlords to improve the cleanliness of the borough's estates.

Managing the night time and weekend economy

We will deliver more effective waste, recycling and cleansing services in all areas that benefit from the night time and weekend economy, with additional funding support from the late night levy.



Litter bins and recycling

In addition to over 1000 litter bins across the borough, we will continue to roll out 'Smart Bins' that compact litter, need less frequent emptying and send out an alert when full. We will also look at introducing recycling litter bins in key locations.

Special events

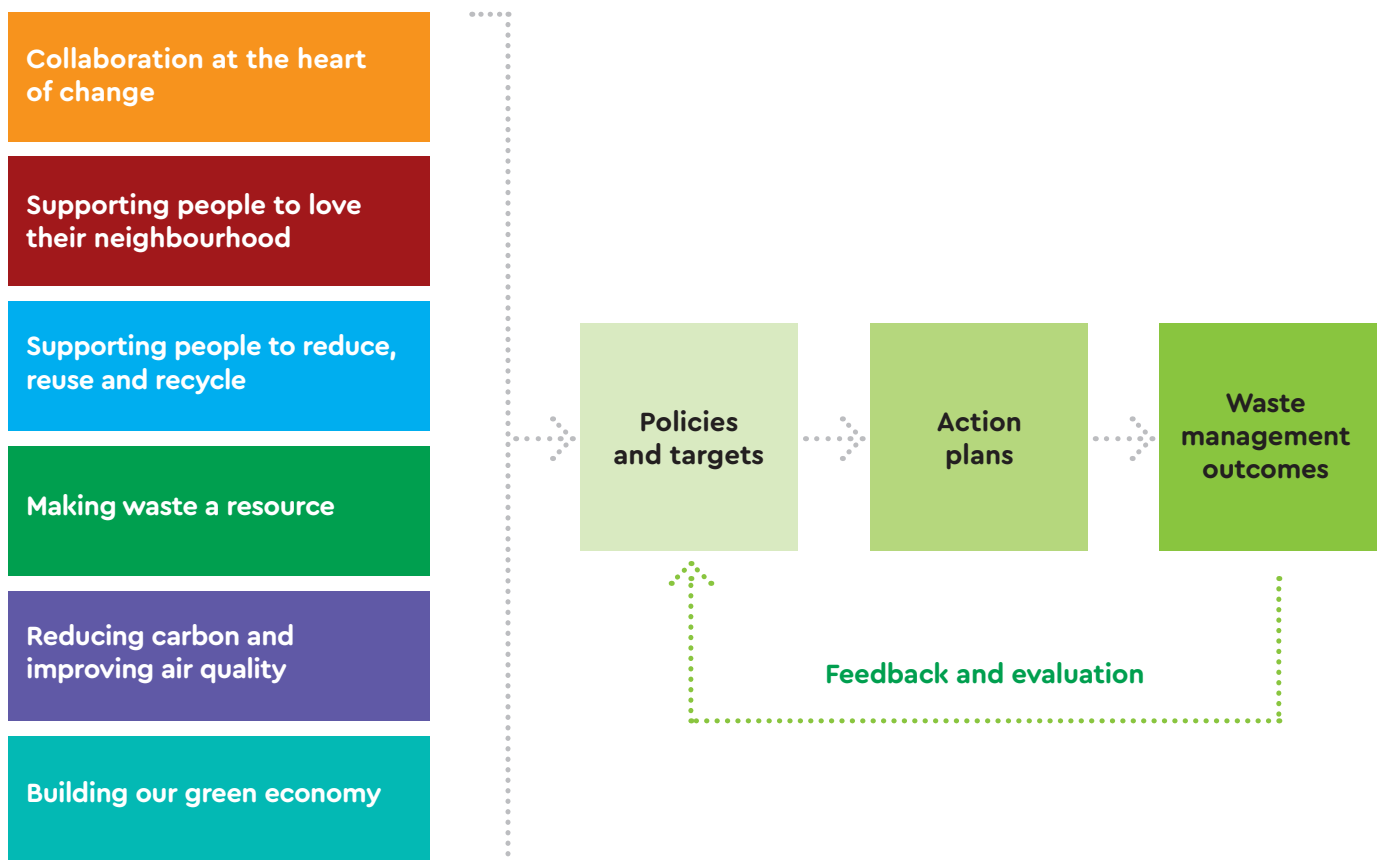
We will continue to clean up and manage waste from special events, with increased recovery of clean-up costs from organisers.

Delivering on our priorities for environmental improvement

Our delivery framework

The six key priorities framing the waste management strategy are intended to guide a series of policies and targets to help us achieve better services for residents, leading to a cleaner, greener Tower Hamlets. These priorities are set to remain relevant until 2030 and will be reviewed every four years alongside our reduction and recycling plan. This will allow any key legislative or policy changes to be incorporated into the strategy if necessary.

Policies will be implemented through related action plans which will help us achieve our waste management outcomes. Feedback systems for monitoring, evaluation and review will be put in place to make sure the strategy delivers its intended outcomes and remains relevant in the context of new developments, innovations, changing circumstances, and equalities considerations.



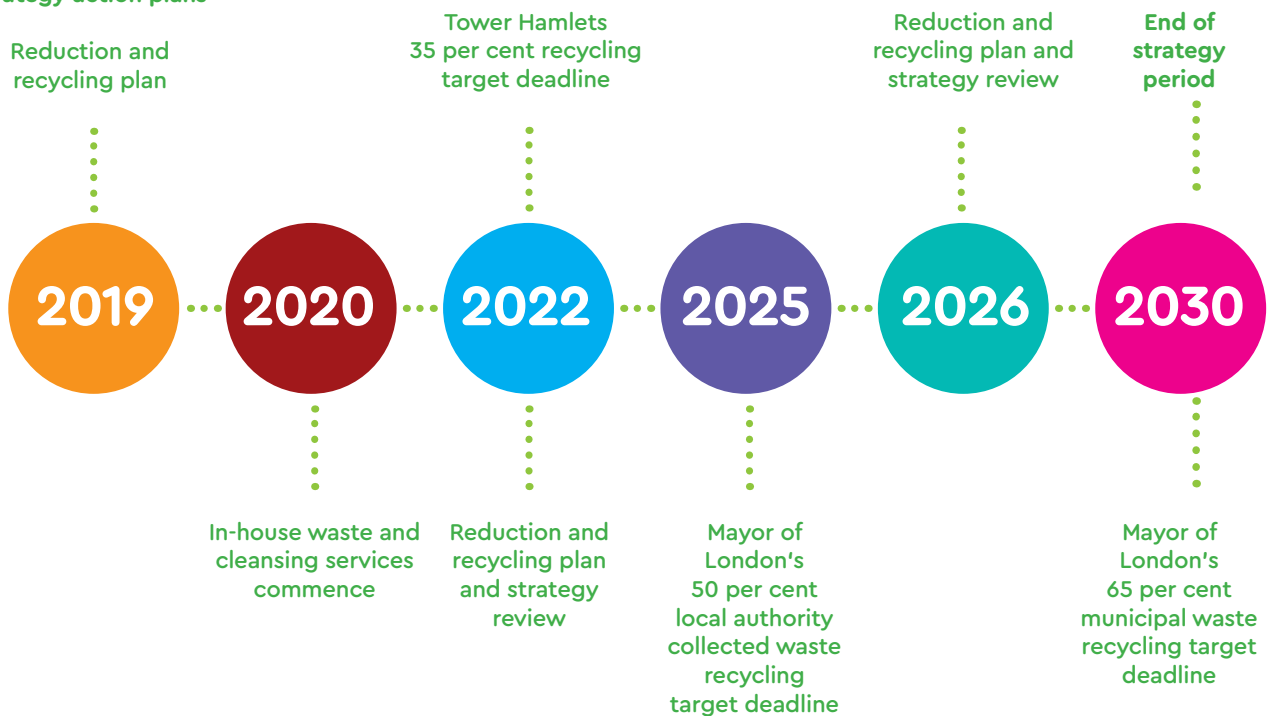
Monitoring, review, and risk management

It will be necessary to continuously review, monitor and evaluate the action plans to provide a robust monitoring, review and evaluation framework. We intend to periodically review our services with the support of Resource London to help us identify positive changes to improve overall performance, particularly in recycling and waste reduction.

Strategy Monitoring and Review	Monitor	Review
Waste management strategy 2018-2030	n/a	Every four years (or as necessary)
Reduction and Recycling Plan	Annually	Every four years
Operational Action Plan	Quarterly	Annually

Timeline

Mobilization of in-house wasteland cleansing services including strategy action plans



Priority 1 – Collaboration at the heart of change

Objective

To engage and work with our residents, partners and other stakeholders towards improving environmental outcomes from waste management activities by:

- **Demonstrating leadership to influence others through the way we manage our own waste.**
- **Listening to the community through consultation and engagement.**
- **Improving co-operation with stakeholders and strengthening partnerships.**
- **Supporting education services to promote waste awareness through active learning.**
- **Working more collaboratively with the voluntary and third sector.**

We know that in order for us to enhance our waste services and increase sustainability we have to lead by example, demonstrating the changes we are asking others to make. We have to balance our leadership and influencing roles as the local authority with engagement and collaborative working to achieve the best possible outcomes for all residents, and other stakeholders.

- Co-operating with housing associations and landlords at the Tower Hamlets Housing Forum¹⁶ and public realm sub-group¹⁷.
- Monitoring residents' satisfaction with our waste, recycling and cleansing services through our annual residents' survey¹⁸.

What we're already doing

- Recycling our own waste.
- Improving information, and reporting issues on our website and Love Your Neighbourhood App.
- Working with schools on the importance of recycling and how they can best manage their waste. Providing schools with a free dry recycling and food waste collection service.



¹⁶ The Tower Hamlets housing forum is a partnership between housing associations (registered providers) and the council.

¹⁷ The public realm sub-group works with the council, the London Fire Brigade and other strategic partners to deliver ongoing enhancements to public realm areas on housing developments.

¹⁸ The Tower Hamlets resident's survey is an independent annual survey of residents which explores residents' views about the council, services, and the local area.

What we intend to do

Tower Hamlets residents, partners, businesses and other stakeholders demonstrated a willingness to work together to help improve waste and cleansing services in the borough moving forward. Following this commitment, we intend to:

- Gain a better understanding of the waste we produce as an organisation so that we can take action to achieve an overall reduction of waste generated and increase quantities that are reused and recycled.
- Encourage all staff to become waste and recycling ambassadors, supporting the aim of delivering an overall reduction in our waste and recovering more waste for reuse and recycling.
- Establish a network of resident champions to support the council in engaging with their local community and promoting services.
- Work to strengthen and leverage our community partnerships with landlords, the third sector, volunteers, and businesses.
- Aim to support and direct our stakeholders with clear messaging to achieve our waste minimisation, reuse and recycling ambitions, particularly as behaviour change is critical to the success of these activities.
- Pay particular focus on building partnerships with local housing associations and private landlords who are key stakeholders in resident engagement and can add value to communications campaigns to reduce waste and boost recycling.

- Continue to work with partners in schools, colleges and universities to deliver waste awareness and education programmes to drive improvements in waste minimisation and recycling.
- Facilitate a co-ordinated reuse network in partnership with the voluntary/third sector.
- Look to phase out the use of single use plastics from within our own buildings and encourage businesses to do likewise.
- Lobby government on the need to enhance measures to reduce packaging waste and work with residents (in their role as consumers) to influence retailers to undertake a change of packaging policy.

How do we know if it is working?

- Residents will recycle more.
- Residents will recycle more of the materials that are currently sent to disposal that can be recycled due to contamination.



Priority 2 – Supporting people to love their neighbourhood

Objective

We want more people to take responsibility for the waste they produce, to love their neighbourhood and help keep the borough clean and green by:

- Encouraging and enabling people to do the right thing with their waste.
- Ensuring people take responsibility for their waste so that it is managed more sustainably.
- Ensuring waste management activities contribute to maintaining a clean and safe environment.
- Improving the quality of our recycling.
- Taking corrective action against inappropriate behaviours.
- Taking a zero tolerance approach to littering and 'envirocrime'.

We want all people living, working, learning in and visiting Tower Hamlets to take pride in our local environment. Driving the necessary improvements to achieve this can't be done by the council alone. For everyone to do their part, we need to work together to ensure that residents and businesses have access to appropriate services and that everyone knows and understands how to manage their waste in the most appropriate and environmentally sustainable way.

What we're already doing

- Delivering visual improvements to public recycling centres.
- Supporting and promoting regional campaigns (e.g. Recycle for London, 'Love Food, Hate Waste', National Recycle Week).
- Delivering local campaigns to reduce general waste and boost recycling.
- Running 'Big Clean Up' events across Tower Hamlets to engage local residents and partners in maintaining a clean environment and creating a sense of pride for the area.
- Taking enforcement action to tackle environmental crimes where possible, particularly those related to commercial waste, litter and fly tipping.
- Implementing a waste improvement project on estates to improve recycling facilities and encourage more recycling.



What we intend to do

Tower Hamlets residents agreed that waste and cleansing services, and recycling services in particular, need to get better. Improvements to collection consistency, storage capacity, clearer service guidance, and the council collecting a wider range of materials were considered positive steps moving forward. Following this we intend to:

- Use a combination of service design, education, partnership work, and enforcement where appropriate, to encourage changes in perception and action. Increased understanding and awareness of the environment, waste management, and roles and responsibilities are critical.
- Provide consistent and standardised waste and recycling capacity across all households. Ensure all households have the appropriate waste containers to enable residents to recycle more of their waste. Addressing multiple collections of residual waste from blocks of flats.
- Consider charging landlords and homeowners for over production of residual waste and or extra collections.
- To review our collection service for large items of furniture and bulky waste that won't fit in bins. We need to improve the collection and recycling of furniture, white goods and other large items from houses and flats.
- Improve presentation of waste on collection day, working with housing associations and landlords to ensure easy access to empty bins when necessary.
 - Support better management of waste on estates and improve the way waste and recycling is presented for collection.
 - Provide guidance on roles and responsibilities to ensure all properties have suitable designated areas for waste and recycling bins that are accessible to their tenants and to

ensure their tenants know how to use the facilities correctly.

- Review options for dealing with contaminated communal recycling bins – consider options for the collection of contaminated recycling, such as charging for collection to incentivise proper use.
 - Encourage a more proactive approach to be taken towards reducing levels of contamination in communal recycling.
- Introduce a recycling incentive scheme to encourage increased recycling participation.
- Use our powers to enforce against people who deliberately fail to sort, store and present their waste correctly for collection.
- Improve our use of information and technology to identify problems, target hotspots and tackle problem areas.
- Take a new approach to tackling graffiti with the introduction of a new graffiti and street art policy and further investment in graffiti removal

How do we know if it is working?

- Residents will recycle more.
- Residents will recycle more of the materials that are currently sent to disposal that can be recycled due to contamination.
- Satisfaction rate with recycling, refuse and street cleansing services will improve.
- Number of fixed penalty notices and warnings issued due to inappropriate behaviours will decrease.

Priority 3 – Supporting people to reduce, reuse and recycle

Objective

To help more people waste less, reuse more and recycle as much as possible:

- **Delivering initiatives to drive waste reduction towards zero waste growth (per head).**
- **Increasing reuse in Tower Hamlets through an expanded network of reuse opportunities.**
- **Continuously improving recycling performance, targeting increased capture of glass, cans, paper and cardboard, plastic bottles and mixed plastics, plus food waste.**
- **Providing more residents with access to food waste composting or food waste collections.**
- **Ensuring residual, (the leftover waste after recycling and refuse) waste treatment maximises the value recovered from waste (resources and energy).**
- **Continuing to provide reliable and comprehensive collection services to all households.**

Our waste services need to change so that we can reduce the amount of waste we create in the first place and increase our reuse and recycling.

We want to make sure that our services are designed and built around the needs of our customers so that they are fit for purpose, future-proof and have the lowest environmental impact. This means making every effort to reduce waste, reuse and recycle more things.



What we're already doing

- Working towards zero waste direct to landfill.
- Extracting recycling from litter, street sweepings and fly-tipped waste.
- Supporting and promoting the national 'Love Food, Hate Waste' campaign.
- Providing residents the opportunity to reuse household items through the reuse and recycling centre.
- Supporting home composting through the provision of compost bins and wormeries at discounted prices to residents.
- Enabling residents to recycle the six main recyclable materials through the weekly kerbside and communal collection schemes.
- Providing a separate weekly food waste collection from low-rise properties.
- Providing small waste electrical and electronic equipment (WEEE) recycling bins in Idea Stores.
- Offering a commercial waste dry recycling collection service.

What we intend to do

Tower Hamlets residents considered the provision of more and better ways to reuse and recycle, including sharing initiatives and a separate food waste collection to all properties, to be important steps towards increasing recycling. The majority said they would welcome such opportunities. Tower Hamlets businesses were keen to see improvements in our commercial waste offer by making it more price-competitive and flexible. Following this we intend to:

- Food waste recycling for flats – expand food waste recycling to blocks of flats where practicable and cost effective.
- Make dry recycling collections more available to all residents – ensure the service meets the separate collection requirements and achieves high quality recycling by collecting as a minimum paper, cardboard, plastic bottles, plastic pots, tubs and trays, steel and aluminium cans and glass bottles and jars.
- Bulky waste service – review the current service and charging policies and explore options to capture as much material as possible for reuse and recycling.
- Support expansion of community composting schemes to council, social and private estates and blocks that want them.
- Commercial waste service – the development of an improved commercial waste offer with increased commercial recycling and reduction of illegal dumping. Actively promote the dry recycling collection service to commercial premises and look into the feasibility of offering a food waste collection service to them.
- The delivery of cost effective waste, recycling and cleansing services in all areas that benefit from the night time and weekend economy.
- Provide clear guidance to developers of new properties.

- Provide more residents with opportunities for recycling or composting unavoidable food waste.
- Continue to roll out 'Smart Bins' across the Borough and incorporate recycling into street bins.
- Provide more residents with access to opportunities for recycling a range of materials, such as textiles and WEEE.
- Create opportunities that enable residents to donate and access reusable items.

How do we know if it is working?

- Residual waste per household will decrease.
- A reuse network will be expanded and more residents will use the network.
- Residents will recycle more.
- Residents will recycle more of the materials that are currently sent to disposal that can be recycled due to contamination.
- Food recycling will be rolled out across the borough where feasible.
- Residents are satisfied with the council's refuse collection.



Priority 4 – Making waste a resource

Objective

To recover value from waste, so products at the end of their life are recycled, reused or refurbished into new products in a continuous cycle or circular economy:

- **Seeking ways to encourage design for recycling.**
- **Looking to reduce reliance on single use items.**
- **Helping to develop a local sharing economy.**
- **Supporting increased reuse schemes.**

We know that waste is the new resource. To recover value from waste and for new products to be made from recycled materials requires a new approach. The European Union circular economy package (2015) aims to support the transition away from a linear to a circular economy so that the value of products, materials, and resources can be 'kept alive' for as long as possible. Proposed actions will contribute to "closing the loop" of product lifecycles through greater recycling and reuse, and bring benefits for both the environment and the economy. The transition to a circular economy locally represents an essential contribution towards aims and efforts to develop a sustainable, low carbon, resource efficient, and competitive regional, national, and global economy. The London Environmental Strategy (2018) supports circular economy business models in five main areas:

- 1. Products as a service.**
- 2. Sharing economy.**
- 3. Prolonging product life.**
- 4. Renewable inputs.**
- 5. Recovering value at end of life .**



What we're already doing

- Strategic lobbying and looking for ways to 'close the loop' on materials use through forums such as the Local Government Association (LGA), Local Authority Recycling Advisory Committee (LARAC) and the National Association of Waste Disposal Officers (NAWDO).
- Delivering repair and reuse events in partnership with third sector organisations.
- Delivering local 'swap' events.



What we intend to do

- Seek to support national and regional efforts through increased reuse activities, encouraging the use of recycled goods, composting and food waste recovery with continued generation of energy from residual waste.
- Support extended producer responsibility and the implementation of 'take back' schemes.
- Lobby and encourage producers of products to extend product life and to design for recycling.
- Seek opportunities to develop and support a local sharing economy.



How do we know if it is working?

- Residual waste per household will decrease.
- A reuse network will be expanded and more residents will use the network.
- Residents will recycle more.
- More food waste will be collected and diverted to composting facilities.

Priority 5 - Reducing carbon and improving air quality

Objective

To contribute to better air quality in Tower Hamlets and London by adhering to the Tower Hamlets Air Quality Action Plan 2017-2022 and reducing net carbon emissions from waste management activities by:

- **Reducing vehicle movements and distances travelled through route optimisation.**
- **Utilising cleaner fuel technology.**
- **Reducing the overall carbon footprint of our waste management activities.**

We know that poor air quality has a negative impact on the health and wellbeing of the people in Tower Hamlets, and that by reducing the output of pollution through improved use of technology and smarter waste management, we can contribute to a cleaner borough.



There is overwhelming scientific consensus that human activity is causing global climate change, predominantly due to the burning of fossil fuels.

Carbon dioxide (CO₂) is by far the most common greenhouse gas generated by human activity in terms of quantity released and total impact on global warming.

The London Mayor's vision for London is that it is to become a zero carbon city by 2050 with:

- **All new cars and vans (less than 3.5 tonnes) being zero emission capable from 2025.**
- **All heavy vehicles (greater than 3.5 tonnes) being fossil fuel-free from 2030.**
- **Zero emission fleets by 2050.**

Air pollution is associated with a number of adverse health impacts and particularly affects children and older people, and those with heart and lung conditions.

Children in Tower Hamlets have up to 10 per cent less lung capacity than the national average because of air pollution.

What we're already doing

- Increasing recycling of high-carbon material such as paper and textiles for recycling.

What we intend to do

- Support the delivery of Tower Hamlets Air Quality Action Plan.
- Through the re-commissioning of services, ensure all vehicles used for the delivery of waste management services are as low emission as possible moving forward, including the consideration of electric vehicles.
- Utilise round optimisation solutions to reduce vehicle mileage for waste collections.
- Seek ways to increase the procurement of products containing recyclable content as a means of reducing the carbon footprint of the products we use.
- Seek to ensure that municipal¹⁹ waste is managed within the London region wherever appropriate facilities exist to mitigate the impacts of climate change from the transportation of our waste.
- Work towards the achievement of the Mayor of London's Emissions Performance Standard (EPS)²⁰ and require our service providers to meet, or have plans in place to meet, the Mayor's Carbon Intensity Floor (CIF)²¹ targets.
- Meet the Ultra-Low Emission Zone (ULEZ) vehicle exhaust standards for waste fleets according to the London Environment Strategy²².

How do we know if it is working?

- The number of waste management vehicles replaced with low or zero emissions vehicles.
- The number of waste management vehicles replaced with low or zero emissions.



¹⁹ Municipal waste is household or business waste consisting of everyday items

²⁰ LES, Policy 7.3.2.a

²¹ LES, Policy 7.3.2.b

²² LES Policy 7.3.1

Priority 6 – Building our green economy

Objective

To provide economic, social and environmental benefits to the community through our waste management activities:

- **Increasing access to jobs for local people in the delivery of the council waste service.**
- **Providing apprenticeship opportunities for local people.**
- **Providing work experience opportunities for local people.**
- **Supporting local businesses.**

We want to ensure that our waste management service and activities add social value to our communities, delivering benefits to residents and local businesses from job creation, work experience and apprenticeships and increasing volunteering activities and support for local schools and organisations.



What we're already doing

Securing community benefits through purchasing and procurement by requiring contractors to:

- Engage local business wherever possible.
- Seek to employ locally as a first option.
- Provide local work experience opportunities.
- Offer paid apprenticeships or volunteering opportunities.
- Support and attend job fairs.
- Apply corporate social responsibility work locally (i.e. working with local schools).

What we intend to do

- Incorporate the council's social value framework into any contracts for the delivery of waste services.
- Encourage our service delivery agents to look locally for their supply chain needs and provide opportunities for networking.
- Foster working relationships between our service delivery agents and local educational establishments.
- Support the voluntary sector.
- Signpost our service delivery agents to local community groups and volunteering activities.
- Ensure that the procurement of goods, works or services are undertaken in line with the Mayor of London's Responsible Procurement Policy²³ which aims to:
 - Enhance social value;
 - Encourage and embed equality, diversity;
 - Embed fair employment practices;
 - Enable skills, training and employment opportunities;
 - Promote ethical sourcing practices, and improve environmental sustainability.

How do we know if it is working?

- More local residents will take part to deliver the council's waste management services.
- More local residents will take up apprenticeship opportunities to deliver the council's waste management services.
- More local residents will take up work experience opportunities to deliver the council's waste management services.



Tower Hamlets is a clean and green place that people are proud of and love to live, work, study and stay in

Collaboration at the heart of change

Residents will recycle more.
Residents will recycle more correctly and recycled materials that are sent to disposal due to a high portion of contamination will decrease.

Supporting people to love their neighbourhood

Residents will recycle more.
Residents will recycle more correctly and recycled materials that are sent to disposal due to a high portion of contamination will decrease.
Satisfaction rate with recycling services will improve.
Residents will be satisfied with the council's refuse collection.
Residents will be satisfied with the council's street cleansing.
Number of Fixed Penalty Notices and Warnings issued due to inappropriate behaviours will decrease.

Supporting people to reduce, re-use and recycle

Residual waste per household will decrease.
A reuse network will be expanded and more residents will use the network.
Residents will recycle more.
Residents will recycle more correctly and recycled materials that are sent to disposal due to a high portion of contamination will decrease.
Food recycling will be rolled out across the borough where feasible.
Residents are satisfied with the council's refuse collection

Making waste a resource

Residual waste per household will decrease.
A reuse network will be expanded and more residents will use the network.
Residents will recycle more.
More food waste will be collected and diverted to composting facilities.

Reducing carbon and improving air quality

The number of waste management vehicles replaced with low or zero emissions vehicles
The carbon footprint resulting from the council's waste management activities will decrease.

Building our green economy

More local residents will take posts to deliver the council's waste management services.
More local residents will take apprenticeship opportunities to deliver the council's waste management services.
More local residents will take work experience opportunities to deliver the council's waste management services.



Circular economy



The waste hierarchy



Residents' satisfaction

Glossary

We have used a number of terms to describe our approach to waste management within our strategy which we have defined below.

Term	Meaning
Air quality	Air quality refers to the condition of the air we breathe. Good air quality is air that is clean, clear, and free from pollutants such as smoke and dust.
Bulky waste service	A collection service that helps residents who are unable to transport bulky items such as furniture, white goods, and mattresses to the reuse and recycling centre.
Carbon intensity	Carbon intensity is the amount of carbon (in terms of weight) emitted for every unit of energy used.
Circular economy	An economy where we keep resources in use for as long as possible, extract the maximum value from them while they are in use, then recover and create new products and materials when they are no longer used.
Cleansing services	The services that we provide to ensure a clean borough, such as cleansing of streets, parks and open spaces, street markets, and removal of fly tipped waste, fly posting, and graffiti.
Collection day	The planned day that waste and recycling is collected.
Collection services	A general term to refer to all of the services that we provide to collect waste and recycling.
Collections for flats	We provide communal residual waste and mixed recycling containers for flatted residents to share.
Collections for houses	We provide waste collections from houses including residual waste, mixed recycling, and food and garden waste, which are collected from the kerbside.
Co-mingled materials	A co-mingled collection scheme is one where more than one type of dry recyclable material is collected and processed at a Materials Recycling Facility.
Commercial waste	Waste arising from premises which are used wholly or mainly for trade, business, sport, recreation or entertainment, excluding industrial waste.
Composting	A biological process in which organic wastes, such as garden and kitchen waste, are converted into a material which can be used to enrich the nutrient content of the soil.
Contamination	Materials that are put into the mixed recycling, food waste or garden waste containers that cannot be processed through that service.
Disposal	Residual waste disposal is when waste is sent to a landfill site or energy from waste facility.
Emissions performance standard (EPS)	The EPS measures the greenhouse gasses (such as carbon dioxide) that are released from London's local authority waste management activities. It aims to achieve emissions savings by recovering materials that deliver the greatest carbon dioxide reductions.

Term	Meaning
Energy from waste facility	Residual waste is sent to a special facility where it is burned in order to generate electricity.
Fly-posting	To put up posters, such as advertising, in places where they are not allowed.
Fly-tipping	The unauthorised dumping of waste on a site that does not have a licence to accept waste (e.g. a road or pavement). Fly-tipping is illegal. People caught fly-tipping can be fined or prosecuted.
Food and garden waste	Waste that is biodegradable such as food scraps and cut grass. Also known as 'green waste'.
Graffiti	Writing or drawings scribbled, scratched, or sprayed illegally on a wall or other surface in a public place.
Hazardous waste	Wastes such as old chemicals and asbestos that cannot be safely managed through the normal waste collection service.
Household waste	Waste from household collections, street sweeping, bulky waste collections, hazardous and clinical household waste collections, litter collections, separate garden waste collections, waste from recycling centres for household waste and waste collected separately for recycling/composting schemes.
Household recycling rate	The percentage of household waste (as described above) that gets sorted and sent on to be made into new products.
Landfill	Land where waste is deposited and eventually buried, often as a method of filling in and reclaiming excavated pits.
Local authority collected waste (LACW)	All waste collected by the local authority.
Materials recovery facility (MRF)	A facility at which particular types of our co-mingled dry recyclables are extracted by the use of mechanical separation methods.
Municipal waste	Household waste or business waste that is similar in composition irrespective of who collects or disposes of it.
Recycle	Convert waste into material that can be made into something new. Material such as card, paper, glass bottles and jars, food and drinks cans, food and drinks cartons, plastic bottles and plastic pots, tubs and trays can all be recycled.
Recycling services	The services that we provide to help residents to recycle. This includes mixed recycling service for houses and flats, food and garden waste collections, and public recycling sites.
Residual waste service	Our residual waste service collects waste that is not separated out for recycling or composting, for example black bag waste.
Reuse	Items such as furniture, clothes, kitchen appliances can often be used a number of times, prolonging the life of the product.
Registered providers and managing agents	Organisations that own and/or manage social or private housing.

Term	Meaning
Sharing economy	An economic model where access to goods and services are shared, facilitated by a community based online platform.
Smart bin	A bin that uses technology such as sensors to monitor and report fill level.
Underground refuse system (URS)	This system involves a large steel container underground with above-ground inlets for residents to put bagged waste and recycling into.
Waste	Any materials thrown away, that we handle including residual waste, mixed recycling, food waste, garden waste and bulky waste.
Waste hierarchy	Our model and preferred order of priority for managing waste from most to least desirable. For example, waste prevention is most desirable while waste disposal is a last resort.
Waste management	The collection, transportation, disposal or recycling, and monitoring of waste.
Waste minimisation or reduction	A set of processes and practices used to reduce the amount of waste produced in the first place.
WEEE	Waste electrical and electronic equipment.
Zero waste economy	An economy where resources are fully valued – financially and environmentally and there is zero waste sent to landfill.

Term	Meaning
Sharing economy	An economic model where access to goods and services are shared, facilitated by a community based online platform.
Smart bin	A bin that uses technology such as sensors to monitor and report fill level.
Underground refuse system (URS)	This system involves a large steel container underground with above-ground inlets for residents to put bagged waste and recycling into.
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Waste management	The collection, transportation, disposal or recycling, and monitoring of waste.
Waste minimisation or reduction	A set of processes and practices used to reduce the amount of waste produced in the first place.
WEEE	Waste electrical and electronic equipment.
Zero waste economy	An economy where resources are fully valued – financially and environmentally and there is zero waste sent to landfill.

Equality Analysis (EA)

Financial Year
2018/19

Section 1 – General Information (Aims and Objectives)

Name of the proposal including aims, objectives and purpose

(Please note – for the purpose of this doc, 'proposal' refers to a policy, function, strategy or project)

Tower Hamlets Waste Strategy (2018 – 2030)

**See Appendix
A**

Current decision
rating



Conclusion - To be completed at the end of the Equality Analysis process

(the exec summary will provide an update on the findings of the EA and what outcome there has been as a result. For example, based on the findings of the EA, the proposal was rejected as the impact on a particular group was unreasonable and did not give due regard. Or, based on the EA, the proposal was amended and alternative steps taken)

Name:

(signed off by)

Date signed off:

(approved)

Service area:

Operational Services (Public Realm)

Team name:

Waste Strategy, Policy and Procurement

Service manager:

Fiona Heyland

Name and role of the officer completing the EA:

Hamzah Foreman

Section 2 – Evidence (Consideration of Data and Information)

What initial evidence do we have which may help us think about the impacts or likely impacts on service users or staff?

- Census 2011 - Resident population as service users
- Resident satisfaction survey info (collections/environment)
- Housing stock information
- Commercial waste stats
- Waste Enforcement stats
- Assisted collections usage stats
- Waste management strategy telephone consultation report/data (Annex1)

- Waste management strategy online consultation report/data (Nov 2018) (Annex 2)

The results of the telephone survey and online survey are in Annex 1 and 2. However, the telephone survey results are mainly used in the analysis, because respondents of the online survey are self-selective and some groups, including White British, are overrepresented and other groups, including Asian or Asian British Bangladeshi, are considerably underrepresented.

Section 3 – Assessing the Impacts on the 9 Groups

Please refer to the guidance notes below and evidence how you're proposal impact upon the nine Protected Characteristics in the table on page 3?

For the nine protected characteristics detailed in the table below please consider:-

- **What is the equality profile of service users or beneficiaries that will or are likely to be affected?**

Use the Council's approved diversity monitoring categories and provide data by target group of users or beneficiaries to determine whether the service user profile reflects the local population or relevant target group or if there is over or under representation of these groups

- **What qualitative or quantitative data do we have?**

List all examples of quantitative and qualitative data available
(include information where appropriate from other directorates, Census 2001 etc)
- Data trends – how does current practice ensure equality

- **Equalities profile of staff?**

Indicate profile by target groups and assess relevance to policy aims and objectives e.g. Workforce to Reflect the Community. Identify staff responsible for delivering the service including where they are not directly employed by the council.

- **Barriers?**

What are the potential or known barriers to participation for the different equality target groups? Eg- communication, access, locality etc.

- **Recent consultation exercises carried out?**

Detail consultation with relevant interest groups, other public bodies, voluntary organisations, community groups, trade unions, focus groups and other groups, surveys and questionnaires undertaken etc. Focus in particular on the findings of views expressed by the equality target groups. Such consultation exercises should be appropriate and proportionate and may range from assembling focus groups to a one to one meeting.

- **Additional factors which may influence disproportionate or adverse impact?**

Management Arrangements - How is the Service managed, are there any management arrangements which may have a disproportionate impact on the equality target groups

- **The Process of Service Delivery?**

In particular look at the arrangements for the service being provided including opening times, custom and practice, awareness of the service to local people, communication

Please also consider how the proposal will impact upon the 3 One Tower Hamlets objectives:-

- Reduce inequalities
- Ensure strong community cohesion
- Strengthen community leadership.

Please Note -
Reports/stats/data can be added as Appendix

Target Groups	Impact – Positive or Adverse What impact will the proposal have on specific groups of service users or staff?	Reason(s) <ul style="list-style-type: none"> • Please add a narrative to justify your claims around impacts and, • Please describe the analysis and interpretation of evidence to support your conclusion as this will inform decision making Please also how the proposal with promote the three One Tower Hamlets objectives? -Reducing inequalities -Ensuring strong community cohesion -Strengthening community leadership
Race	Positive	The waste strategy includes a number of proposals. The majority of the proposals will make positive impact on the environment of the Borough, which will be beneficial for all regardless of their background. The delivery of the following proposals may have implications for individuals’ waste disposal practices: <ul style="list-style-type: none"> • Review our weekly waste collection service from houses and consider options for restricting the amount of residual black sack waste collected each week from houses. • Provide consistent and standardised waste and recycling capacity across all households, with focus on creating more space for recycling and less space for any black sack waste that cannot be recycled • Review options for dealing with contaminated communal recycling bins – Consider options for the collection of contaminated recycling, such as charging for collection to incentivise proper use • Use our powers to enforce against people who deliberately fail to sort, store and present their waste correctly for collection The proposals above are to promote recycling and minimise waste. The service will have extensive communications to achieve the objectives. The proposal ‘Use our powers to enforce against households who continually fail to sort, store and present their waste for collection’ may impact on particular households. Only a small number of households have been known as those who fail to sort, store and present the waste for collection. As the strategy states, the service will engage such households to minimise any negative impact on the residents. The service conducted a number of consultation events. The telephone survey (1100 samples) ensured the

		<p>sample was representative of the borough population. The survey result shows that the majority of respondents recycled either everything (63%) or somethings (33%). According to this data, a slightly higher proportion of White British respondents responded that they tried to recycle everything rather than those that responded indicating that they recycled some things. A slightly higher proportion of Asian or Asian British Bangladeshi respondents responded that they recycled some things, rather than everything. (Annex 1).</p> <p>In the telephone survey, only 39 respondents (3%) responded either 'recycling is unimportant (13; 1%) or 'don't know how to recycle (26; 2%). They are likely to be affected by the proposal above. However, the number of sample is too small to analyse the impact of the proposals on the people who currently do not recycle based on their equalities background.</p>
Disability	Positive	<p>The waste strategy includes a number of proposals. The majority of the proposals will make positive impact on the environment of the Borough, which will be beneficial for all regardless of their background. The delivery of the following proposals may have implications for individuals' waste disposal practices:</p> <ul style="list-style-type: none"> • Review our weekly waste collection service from houses and consider options for restricting the amount of residual black sack waste collected each week from houses. • Provide consistent and standardised waste and recycling capacity across all households, with focus on creating more space for recycling and less space for any black sack waste that cannot be recycled • Review options for dealing with contaminated communal recycling bins – Consider options for the collection of contaminated recycling, such as charging for collection to incentivise proper use • Use our powers to enforce against people who deliberately fail to sort, store and present their waste correctly for collection <p>The proposals above are to promote recycling and minimise waste. The service will have extensive communications to achieve the objectives. The proposal 'Use our powers to enforce against households who continually fail to sort, store and present their waste for collection' may impact on particular households. Only a small number of households have been known as those who fail to sort, store and present the waste for collection. As the strategy states, the service will engage such households to minimise any negative impact on the residents.</p> <p>The service conducted a number of consultation events. The telephone survey (1100 samples) ensured the sample was representative of the borough population. No notable difference in responses was found based on disability (Annex1).</p>

		<p>In the telephone survey, only 39 respondents (3%) responded either 'recycling is unimportant (13; 1%) or 'don't know how to recycle (26; 2%). They are likely to be affected by the proposal above. However, the number of sample is too small to analyse the impact of the proposals on the people who currently do not recycle based on their equalities background.</p> <p>The council has provided assisted waste collection service for people who need support, including people who have disabilities. The council also offer delivery of recycling bags for people who have mobility issues and are unable to collect them from Idea Stores.</p>
Gender	Positive	<p>The waste strategy includes a number of proposals. The majority of the proposals will make positive impact on the environment of the Borough, which will be beneficial for all regardless of their background.</p> <p>The delivery of the following proposals may have implications for individuals' waste disposal practices:</p> <ul style="list-style-type: none"> • Review our weekly waste collection service from houses and consider options for restricting the amount of residual black sack waste collected each week from houses. • Provide consistent and standardised waste and recycling capacity across all households, with focus on creating more space for recycling and less space for any black sack waste that cannot be recycled • Review options for dealing with contaminated communal recycling bins – Consider options for the collection of contaminated recycling, such as charging for collection to incentivise proper use • Use our powers to enforce against people who deliberately fail to sort, store and present their waste correctly for collection <p>The proposals above are to promote recycling and minimise waste. The service will have extensive communications to achieve the objectives. The proposal 'Use our powers to enforce against households who continually fail to sort, store and present their waste for collection' may impact on particular households. Only a small number of households have been known as those who fail to sort, store and present the waste for collection. As the strategy states, the service will engage such households to minimise any negative impact on the residents.</p> <p>The service conducted a number of consultation events. The telephone survey (1100 samples) ensured the sample was representative of the borough population. No notable difference in responses was found based on gender (Annex1).</p>

		In the telephone survey, only 39 respondents (3%) responded either 'recycling is unimportant (13; 1%) or 'don't know how to recycle (26; 2%). They are likely to be affected by the proposal above. However, the number of sample is too small to analyse the impact of the proposals on the people who currently do not recycle based on their equalities background.
Gender Reassignment	Positive	<p>The waste strategy includes a number of proposals. The majority of the proposals will make positive impact on the environment of the Borough, which will be beneficial for all regardless of their background.</p> <p>The delivery of the following proposals may have implications for individuals' waste disposal practices:</p> <ul style="list-style-type: none"> • Review our weekly waste collection service from houses and consider options for restricting the amount of residual black sack waste collected each week from houses. • Provide consistent and standardised waste and recycling capacity across all households, with focus on creating more space for recycling and less space for any black sack waste that cannot be recycled • Review options for dealing with contaminated communal recycling bins – Consider options for the collection of contaminated recycling, such as charging for collection to incentivise proper use • Use our powers to enforce against people who deliberately fail to sort, store and present their waste correctly for collection <p>The proposals above are to promote recycling and minimise waste. The service will have extensive communications to achieve the objectives. The proposal 'Use our powers to enforce against households who continually fail to sort, store and present their waste for collection' may impact on particular households. Only a small number of households have been known as those who fail to sort, store and present the waste for collection. As the strategy states, the service will engage such households to minimise any negative impact on the residents.</p> <p>The service conducted a number of consultation events. The telephone survey (1100 samples) ensured the sample was representative of the borough population. However, data on the respondents' gender assignment were not collected in the survey (Annex1).</p>
Sexual Orientation	Positive	<p>The waste strategy includes a number of proposals. The majority of the proposals will make positive impact on the environment of the Borough, which will be beneficial for all regardless of their background.</p> <p>The delivery of the following proposals may have implications for individuals' waste disposal practices:</p>

		<ul style="list-style-type: none"> • Review our weekly waste collection service from houses and consider options for restricting the amount of residual black sack waste collected each week from houses. • Provide consistent and standardised waste and recycling capacity across all households, with focus on creating more space for recycling and less space for any black sack waste that cannot be recycled • Review options for dealing with contaminated communal recycling bins – Consider options for the collection of contaminated recycling, such as charging for collection to incentivise proper use • Use our powers to enforce against people who deliberately fail to sort, store and present their waste correctly for collection <p>The proposals above are to promote recycling and minimise waste. The service will have extensive communications to achieve the objectives. The proposal ‘Use our powers to enforce against households who continually fail to sort, store and present their waste for collection’ may impact on particular households. Only a small number of households have been known as those who fail to sort, store and present the waste for collection. As the strategy states, the service will engage such households to minimise any negative impact on the residents.</p> <p>The service conducted a number of consultation events. The telephone survey (1100 samples) ensured the sample was representative of the borough population. However, data on the respondents’ sexual orientation were not collected in the survey (Annex 1).</p>
<p>Religion or Belief</p>	<p>Positive</p>	<p>The waste strategy includes a number of proposals. The majority of the proposals will make positive impact on the environment of the Borough, which will be beneficial for all regardless of their background.</p> <p>The delivery of the following proposals may have implications for individuals’ waste disposal practices:</p> <ul style="list-style-type: none"> • Review our weekly waste collection service from houses and consider options for restricting the amount of residual black sack waste collected each week from houses. • Provide consistent and standardised waste and recycling capacity across all households, with focus on creating more space for recycling and less space for any black sack waste that cannot be recycled • Review options for dealing with contaminated communal recycling bins – Consider options for the collection of contaminated recycling, such as charging for collection to incentivise proper use • Use our powers to enforce against people who deliberately fail to sort, store and present their waste correctly for collection

		<p>The proposals above are to promote recycling and minimise waste. The service will have extensive communications to achieve the objectives. The proposal 'Use our powers to enforce against households who continually fail to sort, store and present their waste for collection' may impact on particular households. Only a small number of households have been known as those who fail to sort, store and present the waste for collection. As the strategy states, the service will engage such households to minimise any negative impact on the residents.</p> <p>The service conducted a number of consultation events. The telephone survey (1100 samples) ensured the sample was representative of the borough population. However, data on the respondents' religion and belief were not collected in the survey (Annex 1).</p>
Age	Positive	<p>The waste strategy includes a number of proposals. The majority of the proposals will make positive impact on the environment of the Borough, which will be beneficial for all regardless of their background.</p> <p>The delivery of the following proposals may have implications for individuals' waste disposal practices:</p> <ul style="list-style-type: none"> • Review our weekly waste collection service from houses and consider options for restricting the amount of residual black sack waste collected each week from houses. • Provide consistent and standardised waste and recycling capacity across all households, with focus on creating more space for recycling and less space for any black sack waste that cannot be recycled • Review options for dealing with contaminated communal recycling bins – Consider options for the collection of contaminated recycling, such as charging for collection to incentivise proper use • Use our powers to enforce against people who deliberately fail to sort, store and present their waste correctly for collection <p>The proposals above are to promote recycling and minimise waste. The service will have extensive communications to achieve the objectives. The proposal 'Use our powers to enforce against households who continually fail to sort, store and present their waste for collection' may impact on particular households. Only a small number of households have been known as those who fail to sort, store and present the waste for collection. As the strategy states, the service will engage such households to minimise any negative impact on the residents.</p> <p>The service conducted a number of consultation events. The telephone survey (1100 samples) ensured the sample was representative of the borough population. The survey result shows that slightly higher proportion of 65+ respondents responded that they tried to recycle everything compared to other age groups.</p>

		<p>Slightly higher proportion of 16-24 years old respondents responded that they recycled somethings. This may suggest that the older group are more keen to recycle (Annex 1).</p> <p>In the telephone survey, only 39 respondents (3%) responded either 'recycling is unimportant (13; 1%) or 'don't know how to recycle (26; 2%). They are likely to be affected by the proposal above. However, the number of sample is too small to analyse the impact of the proposals on the people who currently do not recycle based on their equalities background.</p> <p>The council provides assisted waste collection service for people who need support, including elderly people. The council also offers delivery of recycling bags for people who have mobility issues and are unable to collect them from Idea Stores.</p>
Marriage and Civil Partnerships.	Positive	<p>The waste strategy includes a number of proposals. The majority of the proposals will make positive impact on the environment of the Borough, which will be beneficial for all regardless of their background.</p> <p>The delivery of the following proposals may have implications for individuals' waste disposal practices:</p> <ul style="list-style-type: none"> • Review our weekly waste collection service from houses and consider options for restricting the amount of residual black sack waste collected each week from houses. • Provide consistent and standardised waste and recycling capacity across all households, with focus on creating more space for recycling and less space for any black sack waste that cannot be recycled • Review options for dealing with contaminated communal recycling bins – Consider options for the collection of contaminated recycling, such as charging for collection to incentivise proper use • Use our powers to enforce against people who deliberately fail to sort, store and present their waste correctly for collection <p>The proposals above are to promote recycling and minimise waste. The service will have extensive communications to achieve the objectives. The proposal 'Use our powers to enforce against households who continually fail to sort, store and present their waste for collection' may impact on particular households. Only a small number of households have been known as those who fail to sort, store and present the waste for collection. As the strategy states, the service will engage such households to minimise any negative impact on the residents.</p> <p>The service conducted a number of consultation events. The telephone survey (1100 samples) ensured the sample was representative of the borough population. However, data on the respondents' marriage and civil</p>

		partnership were not collected in the survey (Annex 1).
Pregnancy and Maternity	Positive	<p>The waste strategy includes a number of proposals. The majority of the proposals will make positive impact on the environment of the Borough, which will be beneficial for all regardless of their background.</p> <p>The delivery of the following proposals may have implications for individuals' waste disposal practices:</p> <ul style="list-style-type: none"> • Review our weekly waste collection service from houses and consider options for restricting the amount of residual black sack waste collected each week from houses. • Provide consistent and standardised waste and recycling capacity across all households, with focus on creating more space for recycling and less space for any black sack waste that cannot be recycled • Review options for dealing with contaminated communal recycling bins – Consider options for the collection of contaminated recycling, such as charging for collection to incentivise proper use • Use our powers to enforce against people who deliberately fail to sort, store and present their waste correctly for collection <p>The proposals above are to promote recycling and minimise waste. The service will have extensive communications to achieve the objectives. The proposal 'Use our powers to enforce against households who continually fail to sort, store and present their waste for collection' may impact on particular households. Only a small number of households have been known as those who fail to sort, store and present the waste for collection. As the strategy states, the service will engage such households to minimise any negative impact on the residents.</p> <p>The service conducted a number of consultation events. The telephone survey (1100 samples) ensured the sample was representative of the borough population. However, data on the respondents' pregnancy and maternity were not collected in the survey (Annex 1).</p>
Other Socio-economic Carers	Positive	<p>The waste strategy includes a number of proposals. The majority of the proposals will make positive impact on the environment of the Borough, which will be beneficial for all regardless of their background.</p> <p>The delivery of the following proposals may have implications for individuals' waste disposal practices:</p> <ul style="list-style-type: none"> • Review our weekly waste collection service from houses and consider options for restricting the amount of residual black sack waste collected each week from houses. • Provide consistent and standardised waste and recycling capacity across all households, with focus

- on creating more space for recycling and less space for any black sack waste that cannot be recycled
- Review options for dealing with contaminated communal recycling bins – Consider options for the collection of contaminated recycling, such as charging for collection to incentivise proper use
 - Use our powers to enforce against people who deliberately fail to sort, store and present their waste correctly for collection

The proposals above are to promote recycling and minimise waste. The service will have extensive communications to achieve the objectives. The proposal ‘Use our powers to enforce against households who continually fail to sort, store and present their waste for collection’ may impact on particular households. Only a small number of households have been known as those who fail to sort, store and present the waste for collection. As the strategy states, the service will engage such households to minimise any negative impact on the residents.

The service conducted a number of consultation events. The telephone survey (1100 samples) ensured the sample was representative of the borough population. However, data on the respondents’ socio economic status and caring responsibilities were not collected in the survey (Annex 1).

Section 4 – Mitigating Impacts and Alternative Options

From the analysis and interpretation of evidence in section 2 and 3 - Is there any evidence or view that suggests that different equality or other protected groups (inc' staff) could be adversely and/or disproportionately impacted by the proposal?

Yes? No?

If yes, please detail below how evidence influenced and formed the proposal? For example, why parts of the proposal were added / removed?

(Please note – a key part of the EA process is to show that we have made reasonable and informed attempts to mitigate any negative impacts. An EA is a service improvement tool and as such you may wish to consider a number of alternative options or mitigation in terms of the proposal.)

Where you believe the proposal discriminates but not unlawfully, you must set out below your objective justification for continuing with the proposal, without mitigating action.

The majority of the proposals will make positive impact on the environment of the Borough, which will be beneficial for all regardless of their background. The service will conduct residents' consultation to identify the impact of this strategy on the residents

Section 5 – Quality Assurance and Monitoring

Have monitoring systems been put in place to check the implementation of the proposal and recommendations?

Yes? No?

How will the monitoring systems further assess the impact on the equality target groups?

The service will continue monitoring service delivery and its impact. The service will also continue monitoring complaints and other feedback from service users. If any proposed services are likely to make adverse impact on the identified equality groups, the service will conduct further analysis prior to implementation.

Does the policy/function comply with equalities legislation?
(Please consider the [OTH objectives](#) and [Public Sector Equality Duty](#) criteria)

Yes? No?

If there are gaps in information or areas for further improvement, please list them below:

How will the results of this Equality Analysis feed into the performance planning process?

Section 6 - Action Plan

As a result of these conclusions and recommendations what actions (if any) **will** be included in your business planning and wider review processes (team plan)? Please consider any gaps or areas needing further attention in the table below the example.





Recommendation	Key activity	Progress milestones including target dates for either completion or progress	Officer responsible	Progress
Example				
1. Better collection of feedback, consultation and data sources	1. Create and use feedback forms. Consult other providers and experts	1. Forms ready for January 2010 Start consultations Jan 2010	1.NR & PB	
2. Non-discriminatory behaviour	2. Regular awareness at staff meetings. Train staff in specialist courses	2. Raise awareness at one staff meeting a month. At least 2 specialist courses to be run per year for staff.	2. NR	

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Recommendation	Key activity	Progress milestones including target dates for either completion or progress	Officer responsible	Progress
Monitoring complaints	Continue monitoring complaints and residents' feedback. Key changes will be analysed and actions tackling issues will be identified and delivered.	Ongoing		
Future equalities assessment	Conduct an equalities analysis if future proposals are likely to make adverse impact on the identified equality groups	As and when required		

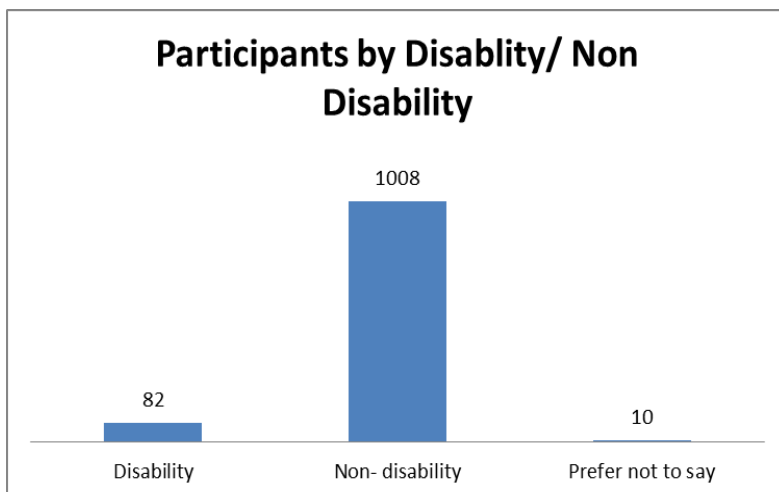
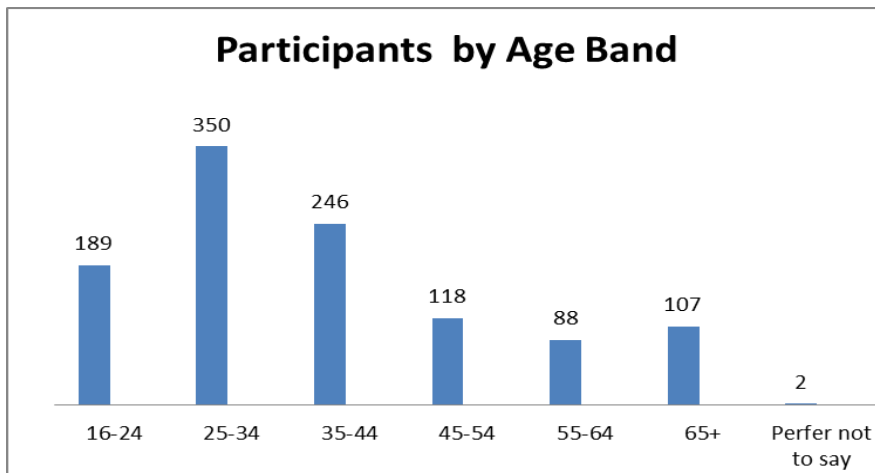
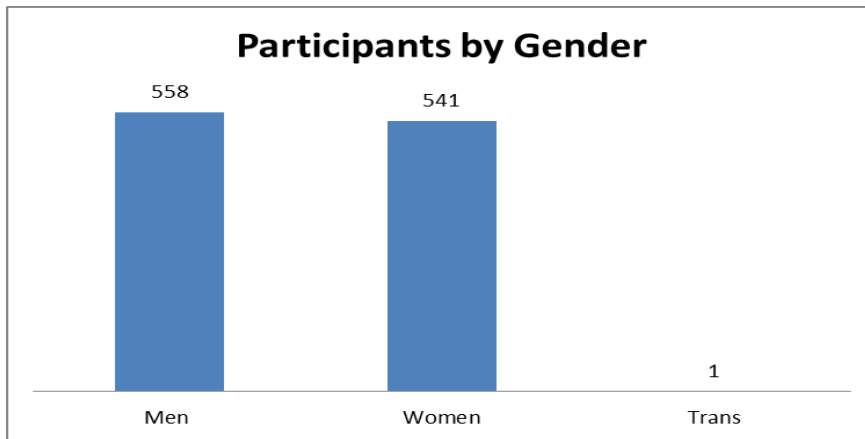
Appendix A

(Sample) Equality Assessment Criteria

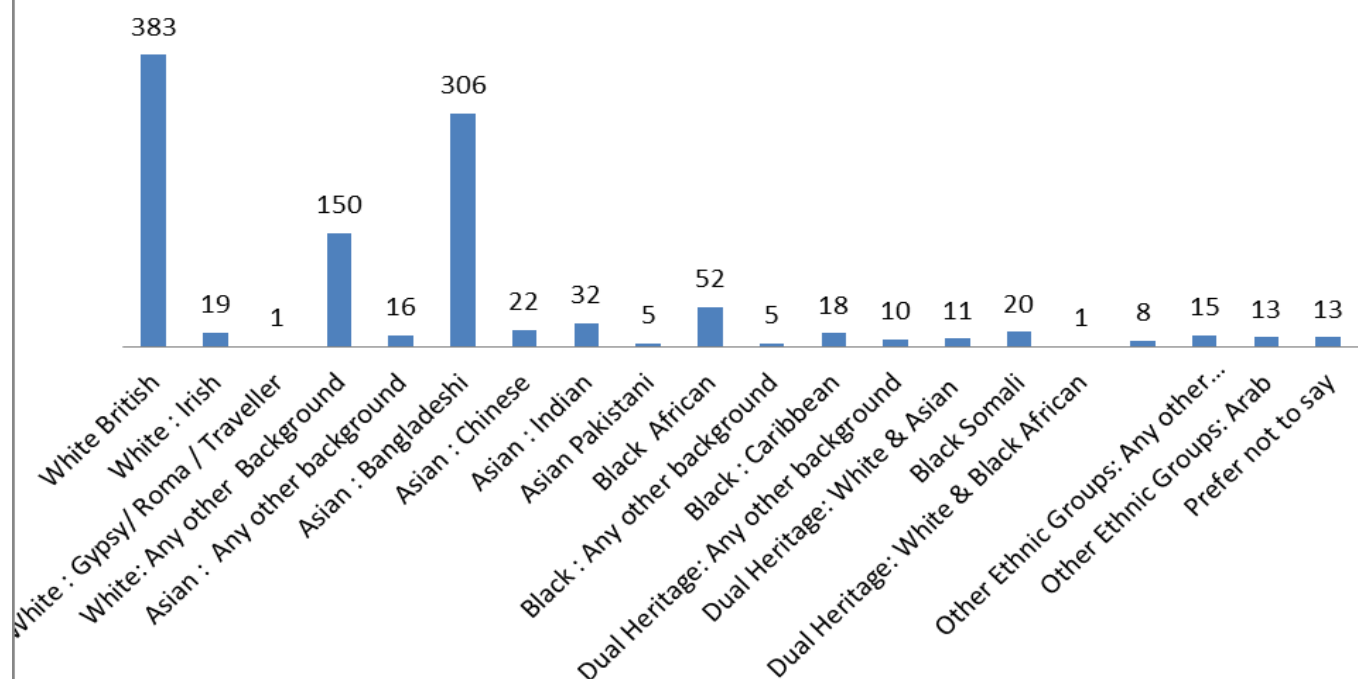
Decision	Action	Risk
As a result of performing the analysis, it is evident that a risk of discrimination exists (direct, indirect, unintentional or otherwise) to one or more of the nine groups of people who share <i>Protected Characteristics</i> . It is recommended that the use of the policy be suspended until further work or analysis is performed.	Suspend – Further Work Required	Red 
As a result of performing the analysis, it is evident that a risk of discrimination exists (direct, indirect, unintentional or otherwise) to one or more of the nine groups of people who share <i>Protected Characteristics</i> . However, a genuine determining reason may exist that could legitimise or justify the use of this policy.	Further (specialist) advice should be taken	Red Amber 
As a result of performing the analysis, it is evident that a risk of discrimination (as described above) exists and this risk may be removed or reduced by implementing the actions detailed within the <i>Action Planning</i> section of this document.	Proceed pending agreement of mitigating action	Amber 
As a result of performing the analysis, the policy, project or function does not appear to have any adverse effects on people who share <i>Protected Characteristics</i> and no further actions are recommended at this stage.	Proceed with implementation	Green: 

Annex1: Waste management telephone consultation data analysis

The telephone survey (1100 samples) ensures the sample was representative of the borough population. The graphs below show breakdown of the survey respondents.



Participants by Ethnicity



Responses to a survey question “How important is it for you to recycle as much as you can?” suggest the respondents’ current views and behaviour towards recycling. The table below shows breakdown of the responses to the question.

	Total	%	try recycle everything	%	recycle some	%	Recycling unimportant	%	don't know how to recycle	%
Respondents	1100		694	63%	367	33%	13	1%	26	2%

Age						
16-24	189	17%	103	15%	79	22%
25-34	350	32%	217	31%	118	32%
35-44	246	22%	159	23%	80	22%
45-54	118	11%	75	11%	39	11%
55-64	88	8%	57	8%	27	7%
65+	107	10%	81	12%	24	7%
prefer not to say	2	0%	2	0%	0	0%
Disability						
No	1008	92%	638	92%	336	92%
Yes	82	7%	51	7%	26	7%
Prefer not to say	10	1%	5	1%	5	1%
Gender						
Female	541	49%	337	49%	188	51%
Male	558	51%	356	51%	179	49%
Trans	1	0%	1	0%	0	0%

Ethnic Origin						
White: British	383	35%	257	37%	113	31%
Asian or Asian British: Bangladeshi	306	28%	186	27%	110	30%
White: Any other background	150	14%	105	15%	42	11%
Black or Black British: African	52	5%	26	4%	23	6%
Asian or Asian British: Indian	32	3%	18	3%	14	4%
Asian or Asian British: Chinese	22	2%	10	1%	11	3%
Black or Black British: Somali	20	2%	13	2%	5	1%
White: Irish	19	2%	12	2%	6	2%
Black or Black British: Caribbean	18	2%	8	1%	9	2%
Asian or Asian British: Any other background	16	1%				
Other Ethnic Groups/ Any Other Background	15	1%				
Other Ethnic Groups: Arab	13	1%				
prefer not to say	13	1%				
Mixed/Dual Heritage: White & Asian	11	1%				
Mixed/Dual Heritage: Any other background	10	1%				
Mixed/Dual Heritage: White & Black Caribbean	8	1%				
Asian or Asian British: Pakistani	5	0%				
Black or Black British: Any other background	5	0%				
Mixed/Dual Heritage: White & Black African	1	0%				
White: Gypsy/Roma or Traveller	1	0%				

- The table above shows the majority of the respondents try to recycle everything (63%) or recycle something (33%).
- Higher proportion of 65+ responded they try to recycle everything compared to other age groups. Higher proportion of 16-24 years old responded they recycle 'somethings'. This may suggest that the older group are more keen to recycle.
- According to this data a slightly higher proportion of White British responded that they try to recycle everything and lower proportion of this group responded they recycle some things. According to this data a slightly higher proportion of Asian or Asian British Bangladeshi responded that they recycle some things, rather than everything.

Annex 2: Online consultation response analysis

The table below shows the respondents of the online consultation and responses to a consultation question “How important is it for you to recycle as much as you can?” The responses to this question are examined as they suggest the respondents’ current views and behaviour towards recycling.

	Total	%	recycled everything	%	recycled some	%	Recycling unimportant	%	unable to recycle	%
All respondents	681		550	81%	104	15%	8	1%	19	3%

Age						
0-15	1	0%	1	0%	0	0%
16-24	31	5%	18	3%	9	9%
25-34	171	25%	140	25%	25	24%
35-44	167	25%	141	26%	21	20%
45-54	127	19%	102	19%	21	20%
55-64	99	15%	82	15%	14	13%
65+	48	7%	37	7%	8	8%
prefer not to say	31	5%	26	5%	4	4%
blanks	6	1%	3	1%	2	2%
Disability						
No	581	85%	472	86%	87	84%
Yes	53	8%	42	8%	8	8%
Prefer not to say	36	5%	28	5%	7	7%
blanks	11	2%	8	1%	2	2%
Gender						
Female	380	56%	318	58%	52	50%
Male	249	37%	191	35%	45	43%
intersex	1	0%	1	0%	0	0%
prefer not to say	41	6%	33	6%	5	5%
blanks	10	1%	7	1%	2	2%
Ethnic Origin						
White: British	344	51%	281	51%	51	49%
White: Any other background	139	20%	120	22%	17	16%
Prefer not to say	45	7%	37	7%	6	6%
Asian or Asian British: Bangladeshi	32	5%	21	4%	7	7%
White: Irish	24	4%	19	3%	3	3%
Asian or Asian British: Indian	12	2%	8	1%	3	3%
Other Ethnic Groups: Chinese	11	2%	8	1%	3	3%
(blank)	12	2%				
Asian or Asian British: Any other background	4	1%				
Asian or Asian British: Pakistani	5	1%				

Black or Black British: African	9	1%
Black or Black British: Caribbean	4	1%
Mixed/Dual Heritage: Any other background	10	1%
Mixed/Dual Heritage: White & Asian	9	1%
Mixed/Dual Heritage: White & Black Caribbean	6	1%
Other Ethnic Groups/ Any Other Group	5	1%
Black African without being British	1	0%
Black or Black British: Any other background	1	0%
Black or Black British: Somali	1	0%
Mixed/Dual Heritage: White & Black African	2	0%
Other Ethnic Groups: Vietnamese	1	0%
Turkish	1	0%
Welsh	1	0%
White Welsh	1	0%

- White British occupies 51% of the total consultation respondents. However, Asian or Asian British Bangladeshi does only 5%.
- Compared to the telephone survey results, higher proportion of the largest respondents groups, White British and White Any other background, responded they recycle everything. This may be because the respondents are self-selective and those who are interested in recycling participated in the consultation.
- The results of the telephone survey, rather than the online survey, may depict a picture which is closer to the reality.

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GLA Review of General Conformity

Areas of the Strategy already in general conformity


1. Minimum level of service for household dry recycling – The authority is already collecting the six main dry recyclables from domestic properties (paper, card, cans, plastic bottles, mixed rigid plastic and glass) required by the LES.
2. Household recycling target – The household recycling target of 35% by 2022 is in line with benchmarking from Resource London's routemap modelling.
3. Promotion of regional campaigns – the document provided highlights the authority's actions to support and promote regional campaigns like Recycle for London.

Priority areas that needed to be addressed to achieve general conformity

4. While it was noted there was some general reference to the Mayor of London's Strategy an explicit reference to the LES and the targets it outlines (including London-wide 50% Local Authority Collected Waste (LACW) recycling target for 2025 and 65% municipal waste recycling target for 2030) as well as the minimum level of household recycling services expected from waste authorities (*Policy 7.2.1*) was requested in the context section. This reference has been included in the final version of the Strategy.
5. The LES sets out that authorities will be required to complete a Reduction and Recycling Action Plan (RRP) by 2020 (*Policy 7.2.1*), to be approved by the Mayor and reviewed every four years. An explicit reference to developing an RRP (and to the fact that Tower Hamlets is part of the first phase of the plan and will develop an RRP between October 2018 and March 2019) and intentions to review the document every four years was requested. This reference has been included in National and Regional policy section of the final version of the Strategy.
6. Whilst the GLA acknowledged the commitment to increasing household recycling to 35% by 2022, the Council was asked to strengthen the Strategy by agreeing targets for LACW recycling rate and waste reduction as targets set against a common set of metrics are required for the RRP process (*Policy 7.2.1*). The Council will include targets for LACW recycling rate and waste reduction in the RRP.
7. The minimum level of recycling service required by the LES (*Policy 7.2.1*) includes a separate weekly collection of food waste from all kerbside properties. Requested confirmation that Tower Hamlets was committed to collecting food waste separately from garden waste. The Council already provides a separate food waste collection service for all kerbside properties and also provides a collection for garden waste from all kerbside properties. It has been pointed out to the GLA that whilst these waste streams are

presented separately by the householder, both waste streams are collected in the same vehicle.

8. Whilst the GLA noted that reference is made to the authority's intention to work towards the Mayor's Carbon Intensity Floor (CIF) and Emissions Performance Standard (EPS) targets, the GLA requested that the Council's commitment to meeting the CIF is strengthened. The Council requires its waste treatment and disposal service provider through its contract for these services, to meet or have plans in place to meet the CIF and so this has been reflected in the reducing carbon and improving air quality section of final version of the Strategy.
9. The GLA also requested that an explicit reference was made to meeting the Ultra-Low Emission Zone (ULEZ) vehicle exhaust standards for waste fleets (*Policy 7.3.1*). An explicit reference to meeting the ULEZ has been included in the reducing carbon and improving air quality section of the final version of the Strategy.
10. In order to strengthen commitment to maximising local waste sites (*Policy 7.4.1*) the GLA suggested that information about the location of disposal facilities was added or a signpost to the relevant local plan or contract addressing the use of local waste sites. A reference to the Council's emerging Local Plan and the policies relating to managing our waste and the Council's waste apportionment requirements has been included in National and Regional policy section the final version of the Strategy. The waste sites currently used by the Council for treating its own waste will be signposted in the RRP.

<p>Cabinet</p> <p>27 February 2019</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Debbie Jones, Corporate Director Children's Services</p>	<p>Classification: Unrestricted</p>
<p>Recommendations for the future delivery of Contract Services – resolving the deficit position</p>	

Lead Member	Councillor Candida Ronald, Lead Member for Resources and the Voluntary Sector
Originating Officer(s)	Ronke Martins-Taylor, Divisional Director Youth and Commissioning
Wards affected	All wards
Key Decision?	Yes
Forward Plan Notice Published	Yes
Reason for Key Decision	Financial Threshold - reduce service budget deficit
Strategic Plan Priority / Outcome	A dynamic outcomes-based Council using digital innovation and partnership working to respond to the changing needs of our borough.

Executive Summary

1.1 In 2017/18 Contract Services provided an average of 27,000 meals a day to pupils in Tower Hamlets. In primary schools where all meals are free the average take up is one of the highest in the country exceeding 90%. Few local authorities achieve this level of take up. The Primary School meal service also has the Soil Association's Gold Food for Life Award which is the highest accolade in its accreditation scheme and provides an independent endorsement that Tower Hamlets pupils are receiving healthy and freshly cooked meals. It is service that the council is rightly proud of and this report makes recommendations for the future development of the Primary School meals service to ensure it continues to provide a high quality meals/customer service, is commercially viable and sustainable.

1.1.2 However, since 2014/2015 Contract Services has had a history of service issues which have resulted in the Service having financial pressures arising from underpricing coupled with high overheads; an inefficient Service structure; and a lack of consistent leadership to drive forward improvements. As a result, the Service is predicting a 2018/19 year end deficit of £1.4 million. Officers are required to ensure that all Services deliver in line with their operating budgets and this report, which is presented in 3 parts, proposes a number of key recommendations and options that are intended to bring the Service to a break-even position in future years:

1.2 PART 1 – Building a more commercially viable and sustainable Primary School meals service

1.2.1 There is a need to ensure that action is taken to encourage Primary Schools to retain Contract Services as their preferred school meals provider as this area of work generates a profit for the Service. The proposed business model set out in the recommendations, below, are intended to ensure that in future Contract Services is able to maintain maximum economies of scale by having sufficient numbers of schools in contract. The business

model also seeks to retain future service viability and quality in service delivery. Therefore, the following recommendations are proposed:

Recommendation 1: Invest and introduce new commercial strategies, similar to Birmingham's City Council's "City Serve", to Contract Services Primary School's school meals catering contracts (Proposed investment over 3 years to still be costed).

Recommendation 2: Introduce changes to the Primary Schools' school meals Service Level Agreements to reflect new charges for:
a) heavy kitchen equipment renewal (Capital Assets);
b) kitchen equipment repair and maintenance;
(Potential annual income - **£139,200**).

Recommendation 3: Moving the Service to holding the Food for Life SOIL Association "Silver" standard for Primary School meals rather than the "Gold" standard currently held (potential cost reduction- **£342,075**).

Recommendation 4: A full restructure of Contract Catering Services would be required to reflect the changing needs of the service and to meet the demands of a newly rebranded Primary Schools meals service. (The cost of restructure cannot be quantified at this stage).

1.3 PART 2 – Resolving the deficit position

1.3.1 The financial pressures associated with both Secondary School catering and Cleaning contracts is such that action must be taken to robustly address the potential for future deficit positions. Alternative options have been considered and are set out in the report but both areas of work continue to be significant loss leaders for the Service. Therefore, the following action is recommended:

Recommendation 5: Consult with Secondary schools on a variety of alternative options for service delivery.

Recommendation 6: Consult with Schools on alternative options for cleaning services provision.

Recommendation 7: In light of the outcome of the consultations in recommendations 5 and 6, implement a full restructure of Contract Services to reflect the changes to both Secondary School catering and cleaning contracts, following consultation with Mayor and Lead member.

1.4 PART 3 – Future work: Analysis of Adult Welfare Meals provision; and analysis of Education transported meals provision

1.4.1 The operating costs of running the CPU (Central Production Unit) for the delivery of Welfare Meals and for the daily production and Education transport of Primary/nursery meals is very costly. Further work is required collectively by Adult and Contract Services to assess alternative delivery options and the future operation/function of the CPU. The following recommendation is proposed:

Recommendation 8: In partnership with Adult Services undertake further work collectively to assess alternative delivery options and the future operation/function of the CPU. The findings of this work will be the subject of a future report to Cabinet.

1.4.2 The proposed recommendations made in Parts 1, 2 and 3 of this report have the potential to enable Contract Services to deliver a break even budget position in future years.

1.4.3 In summary the total Contract Services potential cost reduction arising from the implementation of these recommendations is projected to be **£1,679,954**.

1.4.4 The implementation of the proposed recommendations for Contract Services will be a substantial piece of work; however, a draft outline timetable for Parts 1, 2 and 3 and for the work that needs to be completed is presented. The intention is that if approved these recommendations will be implemented during 2019/20.

Recommendations

The Mayor in Cabinet is recommended to:

- Support the investment requirements associated with **Recommendation 1** which is intended to improve customer relationships with schools and to retain sufficient numbers of them buying school catering services in order to maximise economies of scale;
- Accept the recommendations set out in this report in order to ensure that Contract Services achieves a balanced budget position in future;
- To note the content of the full Equalities Impact Assessment on Contact Services.

2. REASONS FOR THE DECISIONS

If the proposed recommendations set out in this report are not approved for implementation then the 2018/19 budget deficit for Contract Services, which is projected to be £1.4 million, will continue to increase and be replicated in future years.

The council is obliged as a best value authority under Section 3 of the Local Government Act (1999) to “make arrangement to secure continuous improvement in the way in which its functions are exercised having regard to a combination of economy, efficiency and effectiveness”.

2.1 ALTERNATIVE OPTIONS

‘Do nothing’: This option is not recommended as it would result in the Service continuing to have annual budget deficits. The 2018/19 budget deficit for Contract

Services is projected to be £1.4 million. Officers are mindful, in making the proposed recommendations, that the council is obliged, as a best value authority, under Section 3 of the Local Government Act (1999) to “make arrangement to secure continuous improvement in the way in which its functions are exercised having regard to a combination of economy, efficiency and effectiveness”.

The option to ‘do nothing’ is not recommended.

3. DETAILS OF THE REPORT

3.1 The Service Context

Contract Service provides traded delivery within Tower Hamlets Children’s Services Directorate of the following:

Catering services are provided in:

- 62 Primary Schools
- 7 Secondary Schools
- Special Schools
- 11 Early Years Centres and pupil referral units
- 160 daily welfare meals are provided to adults on behalf of clients in Tower Hamlets. In addition 30 meals a day are delivered to 3 day Centres, 16 are provided to adults in Hackney and 10 meals are provided to Appian Court - Age Concern. (Total - 216 delivered meals).
- 1800 transported meals are delivered daily to 19 Primary, Special, and Early Years Centres.

3.1.1 Currently, 21 schools in the borough are not using the council’s catering services and are either managing their services in-house or have employed a catering contractor.

Hospitality Catering Services are provided at the Professional Development Centre Café and the Mulberry Town Hall Café.

Cleaning services are provided in 28 schools (27 from April 2019). Other schools either manage their own cleaning services or use external cleaning contractors.

Staffing: Contract services employs more than 600 staff by head count. The Service employees are some of the lowest paid workers in the council who undertake essential catering and cleaning functions. The number of staff employed in Cleaning services, Secondary Schools, Welfare Services and the CPU for transported meals is detailed in **Appendix 1**.

3.1.2 Contract Services has had a long history of Service issues including financial pressures dating back to 2014/15. This has resulted in the Service having financial pressures arising from an inefficient working structure, chronic underpricing, high overheads, and a lack of consistent leadership to drive forward improvements. The Service is predicting a 2018/19 year end deficit of £1.4 million.

3.2 PART 1 – Building a more commercially viable and sustainable Primary School meals service

3.2.1 **PART 1** of this report includes recommendations that are intended to secure the future viability of the Primary School meals service and persuade Primary Schools not to opt out of having Contract Services as their provider of school meals.

3.2.2 In September 2018, a visit was undertaken to Birmingham City Council's "City Serve", which is a multi-award winning local authority schools' catering provider. They provide all aspects of catering management and support services for an in-house school meals service. They offer tailor made support to schools and have created a package of competitively priced services that suits the budget and ethos of each school.

3.2.3 "City Serve" has been transformed from a deficit position in 2014 to a £2.5 million surplus in 2018. However, it is acknowledged that they operate at significant scale through delivery of meals to 258 schools in Birmingham and the West Midlands. Despite this there are key lessons that Contract Services can learn from the approach to delivery including the following which are most applicable to Contract Catering Services operations:

- Amendment to Service Level Agreements to introduce full cost recovery;
- Introduced a package of varied costed menus for schools to select from but which reflect SOIL Association standards;
- Rebranded and marketed the service incorporating private sector style modelling including a separate website and increased social media engagement;
- Invested an additional £2m over 4 years to bring the service up to catering industry sector standards;
- Restructured the staff/management team;
- Reinvested in staff training;
- Introduced a Development Chef Team to support menu development, raise culinary/presentation standards across the catering team and to increase pupil engagement/education in cooking skills and healthy eating.

3.2.4 Contract Catering Services already delivers a high quality meal service with an excellent take-up exceeding **90%** in most primary schools, this compares with the UK average of **61%** (*APSE Education Catering 2016-17, Issue 1*) and due to this established high take up there is a very strong and positive school meals culture in Tower Hamlets. With this in mind the following recommendation is proposed:

3.2.5 **RECOMMENDATION 1:** Introduce relevant commercial strategies of the Birmingham's City Serve concept to Contract Services catering contracts.

3.2.6 This has the potential to be highly successful given that the existing meal contract provision in Primary Schools is already profitable. Further investment in development could attract new business; deter existing schools from leaving; and encourage schools/early year's centres that have opted out to return (a scenario already experienced in Birmingham).

3.2.7 Should this recommendation not be supported then there is a risk that more schools/early years settings will opt out of Contract Services providing school meals; economies of scales will reduce efficiencies and increased labour and food costs will erode the profit position of Primary School provision.

3.2.8 In 2017/18 Primary Schools made a profit of £334,106. In particular, larger primary schools make a healthy profit which helps to offset smaller less profitable schools. However, it is essential that Contract Services retain significant numbers of schools in order to achieve economies of scale in all aspects of the business.

3.2.9 The optimal approach to encouraging schools to stay in contract with Contract Services would be to maintain the current meal price at £2.30. Exceeding this price presents risks in terms of increasing numbers of schools opting out of contract in order to achieve cheaper catering provision elsewhere.

3.2.10 As Academies and Trusts look to get back a financial return from their catering service they are opting out of their catering being delivered by Contract Services.

3.2.11 Recently, four Primary Schools have left Contract Catering Services in favor of Principals, an independent school catering company that provides a school meal for £2.10.

3.2.12 As a result, it is proposed to maintain the Primary school meal price in Tower Hamlets at £2.30 for 2019-2020 to encourage schools to retain Contract Services as their preferred school meals provider.

3.2.13 In order to offset further costs and overhead charges in the Primary sector it is further proposed that there is a comprehensive revision of Service Level Agreements that would result in the following recommendations:

3.2.14 **RECOMMENDATION 2:** introduce new Service Level Agreement charges in all Primary schools. This will include an annual charge for:

- a) **New heavy equipment purchase:** This includes items such as ovens, fridges, freezers, services counters, sinks, tabling and dishwashers (Capital Assets)
- b) **New kitchen equipment repair and maintenance** including/Gas & PAT testing and ventilation and extraction cleaning (canopy & filters, not deep ductwork)

3.2.15 Contract Services would provide an all-inclusive service which would procure best value and recognised quality new equipment suitable for commercial kitchens. They would continue to manage repairs and maintenance in a timely manner that does not impact on service delivery. The service would also include an annual review of expenditure and collation of compliant Gas & PAT testing certificates for schools facilities and Health & Safety records.

3.2.16 Contract Service would continue to purchase and replenish where needed all light equipment for school dining halls and kitchens. This includes items such as trolleys, Slicers, blenders, pots, pans, cutlery, utensils, plates and trays.

3.2.17 Charging for heavy equipment would be in line with the industry sector practice and the council would no longer be funding school kitchen assets which are the property of the school not the council. It is recommended that a £2,400 annual fee is charged to primary schools with full production kitchens and this would be invoiced for £218 over 11 months (August excluded).

3.2.18 Under this recommendation Contract services would generate £139,200 for 58 Primary schools in contract and this would cover some of the expenditure contributing to the deficit position.

3.2.19 The SLA annual charge for equipment and maintenance would be more acceptable to schools rather than a blanket increase in meal prices which may be seen as uncompetitive when compared with the wider open market provision. Increasing meals prices would negatively impact schools with higher meal numbers and this may be viewed as an unfair cost.

3.3 Soil Association Food for Life Award Appraisal

3.3.1 Contract Service currently holds the highest SOIL Association Food for Life Award which is GOLD. “Food for Life Served Here” Award is an independent award scheme that means caterers can guarantee that menus meet certain standards. Menus include meals cooked from scratch, using sustainable fish, free range eggs and ingredients that can be traced back to the farm. To achieve at a higher award level, caterers must also be taking steps to make healthy eating easier for customers. Caterers are encouraged to use locally sourced and ethical ingredients, to support the local economy and protect the environment for the future. The standards caterers have to meet are created with public health and the UN’s Sustainable Development Goals in mind.

3.3.2 Achieving the Gold award is very expensive. The key cost associated with the Gold award arises from the procurement of organic food therefore the following is recommended:

3.3.3 **RECOMMENDATION 3:** Moving the Service to holding the Food for Life SOIL Association “Silver” standard for Primary School meals rather than the “Gold” standard currently held:

Initial calculations show that £0.08 per meal could be saved in food costs with this shift as the Silver award relies on the use of Farm Assured food products. The main cost reduction would be in the purchase of organic produce which currently has to be 15% of total food expenditure. **Appendix 2** highlights the benefits of Organic food.

3.3.4 Approximate savings of **£342,075** could be achieved by moving Contract Services from the SOIL Association Food for Life Gold Award to the Silver Award. This is based on £0.08 per meal for 4,275,937 meals served in 2017/18.

3.3.5 Silver Food for Life Award is still a worthy accreditation achieving high standards of quality and freshness for school meals. 5% of food purchased still has to be organic and the criteria for achieving the Silver standard is the same but fewer points are required. **Appendix 3** gives details on the Silver Food for Life award.

3.3.6 **RECOMMENDATION 4:** A full restructure of Contract Services would be required to reflect the changing needs of the service and to meet the demands of a newly rebranded Primary Schools meals service.

PART 2 – Resolving the deficit position

3.4 PART 2 of this report sets out recommendations that are intended to reduce the Service deficit. The financial pressures/deficit positions associated with both Secondary School Catering provision and management of School Cleaning contracts is such that robust action must be taken to address the situation.

3.4.1 Catering Provision in Secondary Schools

From October 2018 Contract Services will have Service Level Agreements (SLAs) in place with only seven Secondary Schools as set out in the table below:

Secondary Schools	2017/18 deficit position
Bow School	£29,570,
Central Foundation Girls' School	£208,933
Morpeth School	£93,420
Raine's Foundation School	£62,302
Stepney Green Maths, Computing and Science College (Academy)	£145,820
St Paul's Way Trust School (Academy)	£51,187
Ian Mikardo High School (Academy)	£7,100
Total Deficit	£598,332

3.4.2 In 2017/18 Contract Services delivered school meals in 11 Secondary Schools. Contract Services had a year-end deficit in 2017/18 of £1,803,066. The 11 Secondary Schools accounted for 54.9% (£990,378) of the total deficit position for Contract Services 2017/18. Four Secondary Schools have since withdrawn from the contract and the remaining 7 Secondary Schools are still loss making. In 2017/18 the 7 Secondary Schools accounted for 33% (£598,332) of that year's deficit as detailed in the table above.

3.4.3 The Academy schools receive funding directly from the government and it should no longer be the responsibility of Tower Hamlets LA to subsidise services/overspends for these schools.

3.4.4 Secondary Schools Appraisal

3.4.5 A large proportion of this deficit is attributed to overstaffing and long term hourly contracts that are no longer suited to the needs of the service. A staff restructure would partially address this problem but would not address the other key issue which is to increase turnover. The take up of school meals by pupils in these schools is approximately 35% which is very low when compared with the industry average of 55% (*APSE Education Catering 2016-17, Issue 1*). In order to attract pupils to use the school catering service, a more commercially attractive and varied food offer is required. Currently, the menu offered, whilst healthy and nutritious, lacks variety and the traditional two course meal is not what young adults want on a daily basis. An example of a modern secondary school menu is detailed in **Appendix 4** and is more typical of the offer provided by Private Sector catering contractors.

3.4.6 In order to increase turnover in Secondary Schools and reduce the deficit, further investment would be required as follows;

- Investment in new marketing and rebranding of the service
- Employment of a development/training Chef to support menu development
- Investment in staff training to raise culinary skills and standards

- Employment of an experienced Secondary School Commercial Operations Manager
- Purchase of new servery counter displays and cooking equipment
- Transitioning to individual Profit & Loss cost plus contract accounting system - enabling schools to benefit from a profit share but also be responsible for a deficit outturn

3.4.7 In addition to the above a restructure of Secondary School catering staff would be required with its associated costs.

3.4.8 In general Secondary Schools want an independent approach to their school catering provision and for this reason most have moved away from local authority group contract arrangements as they are restrictive and can lack the innovation and investment required to deliver profitable and differentiated services. In Surrey for example, there are 52 Secondary schools and only 2 remain with the local authority. Over 25 have switched contracts in the last 12 years. External school caterers are able to invest in marketing, can engage in profit sharing with schools; and can employ specialists to develop their offer.

3.4.9 The financial pressure associated with Secondary Schools is such that action must be taken to robustly address the full deficit position as soon as possible. The above alternative options have been considered but, with only seven Secondary schools currently receiving Contract Catering Services, the investment required could outweigh the possible return. Given that Secondary Schools continue to be a significant loss leader for Contract Services the following action is recommended:

3.4.10 RECOMMENDATION 5 - Consult with Secondary schools on a variety of alternative options for service delivery. The losses in Secondary Schools are such that it is no longer viable to provide the Service under the current delivery model. Other approaches by Contract Services to recover the deficit position would involve introducing significant investment in order to bring innovation and refresh the Secondary School food offer and would necessitate a major staff restructure. However, there is no guarantee that such investment or restructure would yield the intended results and reduce the deficit.

3.4.11 It is therefore proposed to consult with schools on a variety of alternative options for service delivery available to them. Any decision made by Secondary Schools would need to be undertaken in full consultation with the relevant Secondary Head Teachers. The process involved will be as follows:

- Undertake a full consultation with each of the seven relevant Secondary Schools so that they fully understand the deficit position and to engage them with the recommended approaches that might best suit them as follows:
 - A combination of the school managing their catering provision in-house with Contract Services providing external professional management support via an annual SLA Agreement. This arrangement is currently successfully provided to Swanlea Secondary School.
 - Schools managing the catering provision in-house (self-management of catering operations and employees would transfer to school's payroll);

- Tendering or outsourcing school meal catering to external providers and for employees TUPE will apply. It is recommended that to ease the transition the council should support schools by offering to procure a specialist catering Consultant(s) to manage a group tender process. Schools would work collectively on a group specification which would be led by a catering specialist. Schools will have ownership of the contract and service delivery requirements.
- Contract Services will continue to manage School Catering provision under the current SLA Agreement 2019/20 until full transition to new contracts are completed. As with Primary school provision schools will be invoiced for £2,400 charged at £218 per month (August excluded) for the following:
 - New heavy equipment purchase:** This includes items such as ovens, fridges, freezers, services counters, sinks, tabling and dishwashers (Capital Assets)
 - New kitchen equipment repair and maintenance** including/Gas & PAT testing and ventilation and extraction cleaning (canopy & filters, not deep ductwork)

3.4.12 In order to support the delivery of **Recommendation 5** Contract Services, Central Procurement and Human Resources would need to offer professional support to schools to enable them to transition to their preferred option. However each department may need to charge for this additional work via SLA agreements and these costs would need to be covered.

3.5 Cleaning Services Provision

3.5.1 The number of schools buying Contract cleaning services has reduced from 40 to 28 (27 from April 2019) as schools seek to find cheaper alternatives. This equates to a **30%** drop in the last two years. Most schools in the borough either manage their own cleaning services or use external cleaning contractors.

3.5.2 Cleaning Services Appraisal

3.5.3 Due to the loss of school cleaning contracts the economies of scale associated with cleaning services has now significantly diminished. This service is also hampered by high staffing and on-costs which accounts for over **90%** of the total running costs of cleaning services. When compared with the external catering sector, the local authority is at a disadvantage as there is hardly any leeway to make this service more profitable or efficient. In addition to this, management costs have not increased annually to reflect the true cost of delivery.

3.5.4 Contract cleaning services had an over spend of £139,726 in 2017/18 and for 2018/2019 the deficit is profiled to be £296,005. This rise is due mainly to the increased cost of labour following the two year GLPC 2018/20 pay increase above the living wage allowance for salaries in London. This has amounting to an additional 9.77% in 2018 and a further 6.15% rise in 2019.

3.5.5 In order to offset the current deficit an average increase in the annual management fees of £11,000 per school would need to be levied from April 2019. A substantial increase in the management fee would be rejected by schools and make the service uncompetitive

when compared with the external contract cleaning companies therefore, the following is proposed:

3.5.6 **RECOMMENDATION 6** - Consult with Schools on alternative options for cleaning service provision:

The losses in Contract Cleaning are such that it is no longer viable to provide the Service under the current delivery model. The high overheads mean that there is limited ability to make efficiencies in the service. It is therefore proposed to consult with schools on a variety of alternative more economical options for service delivery available to them. The process involved will be as follows:

- Full consultation with schools on the alternatives to delivering cleaning services under the current model;
- Further consultation on options available to schools which will include the following:
 - Schools management of cleaning provision in-house (self-management of cleaning operations and employees will transfer to school's payroll – this model will eliminate the management fee charged by Contract Services and has already been adopted in a number of schools);
 - Tender or outsourcing to external cleaning providers (employees will be subject to TUPE). It is recommended that to ease the transition the council should support schools by offering to procure specialist Cleaning Consultant(s) to manage a group tender process which would potentially result in a more economically favourable contract.
 - Contract Services will continue to manage the cleaning contract under the current SLA until full transition to new contracts is completed; the SLA 2019/20 charges will rise in April 2019 to reflect the increase in staff salaries agreed by the GLPC 2 year pay deal 2018-2020. This will represent an increase of between £5000 - £10,000 per year for school cleaning SLA charges.

3.5.7 **RECOMMENDATION 7:** In light of the outcome of the consultations in recommendations 5 and 6, implement a full restructure of Contract Services to reflect the changes to both Secondary School catering and cleaning contracts, following consultation with the Mayor and Lead member.

3.5.8 In order to support the delivery of **Recommendations 5 and 6** Contract Services, Central Procurement and Human Resources would offer full support to schools to enable them to transition to their preferred option. The transition period will take a minimum of 6-9 months and therefore a reduction in the deficit will not be realized until the latter part of the year.

3.6 **PART 3** – Future work: Analysis of Adult Welfare Meals provision; and analysis of Education transported meals provision

3.6.1 The operating costs of running the CPU for the delivery of Welfare Meals and for the daily production and transport of Education Primary/Early Years settings' meals are very costly. Further work is required collectively by Adults and Contract Services to assess alternative delivery options and to determine the future operation/function of the CPU. The following appraisal has been undertaken so far.

3.6.2 Adult Welfare Meal Provision Appraisal

3.6.3 In Tower Hamlets 160 daily meals are served to adults including 30 meals a day to 3 day centres; and in Hackney 16 daily meals are served to adults. In addition 10 meals are provided to Appian Court - Age Concern (Total - 216 delivered meals).

3.6.4 Adult Welfare Meal provision is very costly; demand for meals is declining and numbers are 15% down in 2018 compared with 2017 with only 160 meals on wheels a day being served on average. The key reasons for the decline are as follows:

- Demographic profile changes in the borough and an increase in Asian families who are culturally less likely to access such services preferring to use family support networks rather than welfare services
- Declining Jewish community in the borough who regularly made use of the service
- Fewer referrals from hospitals and Adult Social Care
- Criteria for eligibility has become more stringent
- Personalised budgets allow clients to seek alternative suppliers or arrangements

3.6.5 The Adult service budget for the payment to Contract Services for the provision of adult welfare meal provision is £543,000 in 2018/19. It should be noted that the Adult's service currently charge a flat rate of £2.60 per meal to service users, which is budgeted to generate income of approximately £130,000 in 2018/19. This results in Adult services providing a subsidy for the provision of welfare meals of £413,000.

3.6.6 Following a meeting with Adult Services it was agreed that the current expenditure on Welfare Meals is unsustainable given that the cost of an average Welfare meal is now **£11.45**. A project has been commissioned by Adult services to undertake a review of the Welfare Meals service. This review will investigate multiple options of service provision and make recommendations on a more effective delivery model. The review is expected to be completed in March 2019 and will include potential impacts of any change on the existing service users.

3.6.7 The desk top review has progressed forward and will form a key part of the future service appraisal. There is now a better understanding of the service users and the current the review is being undertaken corporately to ensure that it will include key stakeholders and will guarantee that the options take into account any wider influences or national trends. **Appendix 5** provides an overview of meals on wheels data and customer profiles. The initial review has found that 65% of service users have meals as part of a wider care package provision and creates scope for a more joined up approach.

3.7 CPU and Education transported School Meals Appraisal

3.7.1 1800 transported meals are delivered daily to 19 Primary, Special and Early Years Centres from the Toby Lane Catering Production Unit (CPU) centre.

3.7.2 The fixed and variable operational costs of running the CPU and transporting meals is costly. The cost of transporting meals to primary schools/Early Years settings and day centres in 2017/18 was £182,408 (Vehicles £45,840 and Staff £136,568). The cost of transport is absorbed by Contract Services and schools/Early Years settings receive meals at the same price as schools with full production kitchen overheads.

3.7.3 Consideration has been given to charging a transport recharge to schools. However, a fixed annual charge would be proportionally very high particularly to Early Years settings which have low meal numbers. Charging on a per meal basis would be fairer but equally would be a cost that these schools could choose not to have and opt out of the meals service entirely. Therefore introducing a charge would need to be weighed against any loss in contracts and meal take up thereby reducing economies of scale and further increasing the proportional costs of transported meals.

3.7.4 An alternative model of delivery and used by most local authorities who do not have CPU centres is for Primary Schools with kitchens to service those without. A taxi service contract would be required and further analysis undertaken to assess which schools could viably accommodate the production of additional meals (most schools are however at production capacity as meals numbers are very high in Tower Hamlets). If there are kitchens that could accommodate extra capacity, additional equipment would need to be purchased and staffing resourced.

3.7.5 It is recommended that a review of Education transported meals is considered together with the options and decisions made for the future of Welfare Meals. Should Welfare meals discontinue then 50% of the CPU would be redundant and consideration should be given to the long term future viability of the CPU due to overall running costs and the on-going deficit position.

3.7.6 **RECOMMENDATION 8:** In partnership with Adult Services undertake further work collectively to assess alternative delivery options and the future operation/function of the CPU. The findings of this work will be the subject of a future report to Cabinet.

3.7.7 Work will be undertaken with Adult Services in Tower Hamlets to look at alternative delivery options for both welfare meals and day centre provision. In addition to this consultation will be undertaken with the London Borough of Hackney's Adults Services so that they are fully engaged in any proposed changes to service delivery. The outcome of the consultation with Adult Services will be reported back to via a full report which will set out preferred options.

3.7.8 Work will be undertaken to look at alternative delivery options for Education transported meal provision in order to reduce the deficit. Further analysis of potential fixed and ongoing costs relating to Primary Schools providing transported meals will be analysed and reported back to via a full report setting out preferred options.

3.8 Conclusion

3.8.1 The Recommendations set out in this report would all have an impact on Contract Services staffing structure should they proceed. Any Early Retirement/Voluntary Redundancy (ER/VR) costs arising from the recommendations would need to be costed as part of the council's Medium Term Financial Strategy.

3.8.2 The implementation of these recommendations for Contract Services would be a substantial piece of work; however, a draft outline timetable for the work that needs to be completed is presented as **Appendix 6**. The outline timetable is set out in months however; some of the actions can be undertaken simultaneously.

3.8.3 The overall timeline for the implementation of these recommendations is a minimum 6-9 month period from the point of approval being received.

3.8.4 It should be noted that any potential savings arising from the recommendations listed in this report would, in the first instance, be offset by the increase in 2018 and 2019 salaries across the Service. In addition, the recommendations do not take into account any additional costs that might accrue in order to support the transition of schools that are having a recommended change of service delivery (i.e. changes to secondary school meal provision or cleaning services); or the costs associated with the review of Welfare Meals that will need to be undertaken by Adult Services and Contract Services. There would also be redundancy/restructuring costs associated with some of these recommendations that will need to be costed. None-the-less, these recommendations do provide the council with opportunities to consider a deficit reduction strategy for Contract Services.

3.8.5 A summary of potential savings to Contracts Services are arising from the recommendations are set out in the table set out on the next page:

Summary of estimated cost reductions delivered through the implementation of recommendations		
Recommendations	Potential cost reduction based on 2017/18 final overspend amount	Assumptions
<u>PART 1 – Building a more commercially viable and sustainable Primary School meals service</u>		
Recommendation 1: Introduce relevant commercial strategies of the Birmingham's City Serve concept to Contract Services Primary/Nursery School catering contracts.	<i>To be costed</i>	<i>(Estimated investment phased over 3 years not included in the saving figure)</i>
Recommendation 2: Primary Schools Service Level Agreement annual charge for new heavy equipment and kitchen repairs and maintenance	£139,200	Potential annual SLA Income to offset costs
Recommendation 3: Food For Life SOIL Association Standard (Silver) for Primary Meals	£342,075	Based on 8p per primary meal served in 2017/18 (4,275,937)
<u>PART 2 – Resolving the deficit position</u>		
Recommendation 5: Consult with Secondary schools on a variety of alternative options for service delivery	£598,332	The full cost was £990,378 but 4 schools have left the contract and this will be the outstanding deficit
Recommendation 6: Consult with Schools on alternative options for cleaning services	£296,005	Based on Nov 2018 Projections
<u>PART 3 – Future analysis of Welfare Services and transported School and Lunch Club meals that requires further work to develop viable alternative options</u>		
Recommendation 8: Consider options for Welfare Meals & day Centre provision and alternative Education transported meal provision	£121,934 (Welfare) £182,408 (Education)	Based on Nov 2018 projections but does not include additional £413,000 subsidy from Adult Services 2017/18 Education transport cost/saving only. Additional savings would be made if the CPU were to close
Recommendation 4, 7, & 8: A full restructure of Contract Services will be required to reflect the decisions made in the report	<i>N/A</i>	<i>A restructure cost has not been quantified at this stage</i>
Total Contract Services potential savings (Excludes Recommendation 1 potential investment)	£1,679,954	Excludes £413,000 subsidy from Adult Services

If these recommendations are accepted then it would be possible, for the first time, for Contract Services to achieve substantial savings which would make significant inroads to resolving the Service's deficit and ensure that the future viability of the school meal catering offer.

4 EQUALITIES IMPLICATIONS

4.1 Recommendations 5 and 6;

4.1.1 The recommendations made in this report for the changes for school cleaning services and secondary school catering provision will not impact on staff employment based in schools. If, upon consultation, schools choose to buy in to an external provider, staff would be transferred under TUPE to the commissioned provider. If schools choose to take the services in house, contract services staff would have a transfer of management. Either way, no job losses are envisaged.

4.1.2 As a result of performing the equalities analysis, the recommendations made in this report for the proposed changes to cleaning services and secondary school catering provision do not appear to have any adverse effects on people who share Protected Characteristics and no further actions are recommended at this stage.

4.1.3 Recommendation 8;

With regards to the future of Welfare Meal provision and Education transported meals from the CPU, a full equalities impact report including the impact on employees will be completed as part of the review of service users and options appraisal.

5. OTHER STATUTORY IMPLICATIONS

5.1 This section of the report is used to highlight further specific statutory implications that are either not covered in the main body of the report or are required to be highlighted to ensure decision makers give them proper consideration. Examples of other implications may be:

- Best Value Implications,
- Consultations,
- Environmental (including air quality),
- Risk Management,
- Crime Reduction,
- Safeguarding.

5.1.1 Best Value Implications

The council is obliged as a best value authority under Section 3 of the Local Government Act (1999) to "make arrangements to secure continuous improvement in the way in which its functions are exercised having regard to a combination of economy, efficiency and effectiveness". MAB are requested to accept the recommendations set out in this report in order to ensure that Contract Services achieves a balanced budget position in future and also achieves greater efficiency and effectiveness.

5.1.2 Consultations

Schools who currently have both contracted cleaning and catering services are aware of this report regarding the future of Contract Services and that changes are possible. Should the proposals in this report be agreed regarding changes to Secondary school catering and cleaning contracts, a series of group and individual meetings will take place with the affected schools so that they are fully engaged on future options available to them. The council will provide full support during this transition phase, the aim being to ultimately preserve the strong relationships with our schools.

6. COMMENTS OF THE CHIEF FINANCE OFFICER

6.1 Contract Services has a net budget of nil i.e. gross expenditure budgets of £16.842m and an income budget of £16.842m. An annual overspend of £1.4m is being reported based on Period 8 budget management report.

6.2 The cost of introducing relevant commercial strategies similar to Birmingham Council's (Recommendation 1) is yet to be quantified.

6.3 Recommendation 2 projects potential income of £139K by charging primary schools for heavy kitchen equipment and repairs but further analysis needs to be undertaken to understand the unintended consequences of implementing this policy.

6.4 Recommendation 3 (Moving to the Food for Life SOIL Association Standard –Silver) appears to be a feasible option and if appropriately implemented, will achieve cost reductions of £342K.

6.5 The projected cost reductions of £598K and £296K if Recommendations 5 & 6 are implemented are based on the reported overspend on the respective services in 2017/18. The cost reduction to be achieved by implementing both recommendations may be lower if the impact of the salary increases arising from the GLPC salary review is factored in.

6.6 The £122K and £182K potential cost reduction reported against Recommendations 8 will be revised following the outcome of the welfare and education transported meals consultation that ends in April 2019. The amount quoted above are merely the service overspend as at November 2018 and does not include the £413K subsidy (see paragraph 3.6.5) provided by Adults Services. Additional cost reduction is likely to be realized if the decision is made to close the CPU.

6.7 The ER/VR and restructure cost arising from Recommendations 4, 7 & 8 are yet to be quantified and included in the MTFS. Once a decision is made to proceed, detailed costing of these costs would be undertaken.

6.8 It should be noted that the recommendations are not mutually exclusive so once a decision is made, more work will be undertaken to understand the impact of one or more of the recommendations on the overall viability of the service.

7. COMMENTS OF LEGAL SERVICES

7.1 The Council has a legal duty to provide school meals only to those who are entitled to request a free school meal under the law. Therefore, the Council is entitled to alter the

provision of school meals in the manner suggested in this report provided that it maintains the ability to provide free school meals as prescribed.

- 7.2 However, the Council is entitled under the law to determine the mode of delivery of these meals, not just from an in-house service.
- 7.3 When considering entering a period of restructure the Council will need to abide by its legal duties in respect of any potentially affected employees and ensure that any necessary consultation takes place. However, this will not be able to be commenced until the detail of any necessary changes has begun to take shape.
- 7.4 The Council will have a duty to provide access to a service where the recipient has been assessed as having a need for such service. Therefore, the Council may need to provide some sort of food related service to meet a particular need. However, in such circumstances the Council is free to determine the mode of how that need will be met. This means that the Council is free to consider the changes referred to in recommendation 8.
- 7.5 There is no legal duty on the Council to provide an internal cleaning service. However, it is appropriate that schools are cleaned for the proper provision of education. However, the Council is free to determine how this is to be delivered.
- 7.6 However, any decision on the mode of provision of any of its statutory obligations referred to in this report must represent Best Value to the Council in terms of economy efficiency and effectiveness.
- 7.7 Where the decision is taken for any School to purchase the services from a third party, the School is bound by the same legal provisions in respect of procurement as the Council. Therefore, any service should be subject to competition in the same way as a service might be purchased by the Council.
- 7.8 Any decisions made for services under Part 3 of this report may impact on persons who have a protected characteristic for the purposes of the Equality Act 2010. Therefore, consultation with affected stakeholders should take place whilst any decisions are at a formative stage in order for the Council to gain a proper understanding of the impact and take this into consideration when determining the appropriate course of action.

Linked Report

- NONE

Appendices

- **Appendix 1 - Staff Employed in Contract Services**
- **Appendix 2 - Organic Food is different**
- **Appendix 3 - Silver Soil Association Food for Life Award**
- **Appendix 4 - Sample Secondary School Menu**
- **Appendix 5 – Adult Care – Meals on Wheels data**
- **Appendix 6 - Outline timetable – Contract Services**

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

- NONE

Officer contact details for documents:

Or state N/A

Appendix 1- Staff Employed in Contract Services

School Cleaning Contracts

28 Schools = 89 permanent staff

1 x Manager

1 x Assistant

1 x casual Driver

Total Staff = 92

Secondary Schools Contracts

School	Staff
Bow	10
Central Foundation	22
Morpeth	12
Raines	7
Stepney Green	14
St Pauls Way	15
Ian Mikardo	1
Total Staff	81

Welfare Meals on Wheels

Kitchen Staff

5 permanent and 1 Agency – weekday

5 staff on additional hours or casual – weekends, BH and Xmas

Drivers

9 Weekday permanent staff

8 Weekend permanent staff

13 Casual drivers to cover leave and absence both weekends and weekdays

1 Weekday permanent administration supervisor

3 Weekend permanent Supervisors (2 do one weekend per month and 1 does 2 weekends per month)

1 admin Assistant

Total Staff = 45

CPU – Education Transported Meals

Kitchen Staff

2 permanent weekday, full-time

9 permanent weekday, term-time only

Drivers

10 weekday permanent term time only

Appendix 2 - Organic food is different

Why choose organic?

Organic means working with nature. It means higher levels of animal welfare, lower levels of pesticides, no manufactured herbicides or artificial fertilisers and more environmentally sustainable management of the land and natural environment, which means more wildlife. Buying Organic promotes a better world.

Organic food comes from trusted sources. All organic farms and food companies are inspected at least once a year and the standards for organic food are laid down in European law.

What makes organic different?

How we farm really does affect the quality of the food we eat.

Ground breaking research in the British Journal of Nutrition, has found significant nutritional differences between organic and non-organic farming.

In 2014, the team at Newcastle University found organic crops are up to 60% higher in a number of key antioxidants than conventionally-grown ones.

A new study, released in the British Journal of Nutrition, has also shown that both organic milk and meat contain around 50% more beneficial omega-3 fatty acids than conventionally produced products.

The studies are the largest systematic review of their kind, and were led by Newcastle University and an international team of experts.

Good things happen when you go organic

- organic milk and meat contain around 50% more omega-3 fatty acids than non-organic.
- organic meat had slightly lower concentrations of two saturated fats
- organic milk and dairy contains slightly higher concentrations of iron, Vitamin E and some carotenoids
- organically produced crops (cereals, fruit and vegetables) up to 68% more antioxidants than non-organic.
- organic fruit and veg contain lower concentrations of pesticides and the toxic heavy metal cadmium.

“This research confirms what many people have always thought was true - what you feed farm animals and how you treat them affects the quality of the food. The hard work organic farmers put into caring for their animals pays off in the quality of the food they produce - giving real value for money”.

Helen Browning CEO of the Soil Association

Other important Organic Food Facts

- Almost 300 pesticides can be routinely used in non-organic farming and are often present in non-organic food.
- Hydrogenated fats and controversial artificial food colours and preservatives are banned under organic standards.
- Organic means that it is always Free Range using the very highest standards of animal welfare. Animals are reared without the routine use of drugs, antibiotics & wormers.
- +1 million tonnes of GM crops are imported each year to feed non-organic livestock. Organic animals can't be fed on GM feed.
- Organic is better for the planet as no system of farming does more to reduce greenhouse gas emissions from agriculture and protect natural resources.
- In organic farming systems, animals are reared without the routine use of drugs, antibiotics and wormers common in intensive livestock farming.

Source: Soil Association website

<https://www.soilassociation.org/organic-living/whyorganic/>

Appendix 3 - Soil Association Food for Life Silver Award




A Food for Life Served Here award in a school means children are eating fresh, local and honest food. The majority of food on the menu will be freshly prepared, it will always be free from undesirable trans fats, sweeteners and additives, be cooked by trained chefs, and use ingredients from sustainable and ethical sources.

If the award is Silver or Gold then more ethical, environmentally friendly and local ingredients are used and steps to make healthy eating easier are rewarded with additional points. The award is inspected annually, during a visit from one of the inspection team.




Food for Life Served Here

Food for Life Served Here standards are set by an independent Standards Committee, which is made up of industry experts from a wide range of sectors. The standards are created with public health priority and the UN's Sustainable Development Goals in mind.

Standards for bronze award holders

Ingredients 	Good Practise 	Customer Care 
<ul style="list-style-type: none"> - All eggs are free range - No genetically modified ingredients - No undesirable additives or trans fats - Animal welfare standards are met - No endangered fish 	<ul style="list-style-type: none"> - Minimum 75% dishes are freshly prepared - Training is provided for staff - Free drinking water is available - Nutritional standards for sector are met 	<ul style="list-style-type: none"> - Menus meet dietary and cultural needs of customers - Positive marketing about where ingredients have come from - Seasonal ingredients are used and highlighted

Standards for silver and gold award holders

Ingredients 	Good Practise 	Customer Care 
<p>Caterers are awarded points for sourcing higher welfare, ethically produced ingredients, such as Free Range, organic, MSC, Fairtrade, Leaf marque and RSPCA assured</p>	<p>Caterers are awarded points for sourcing local produce, produce from the local region and from the UK</p>	<p>Caterers are awarded points for taking steps to make healthy eating easier for customers, such as by reducing salt and sugar, introducing pulses and vegetables to menus and using wholegrain ingredients.</p>

Meals served to Food for Life Served Here standards positively impact not only customers eating the meals, but the business they are preparing for, the teams involved in cooking and the local economy.

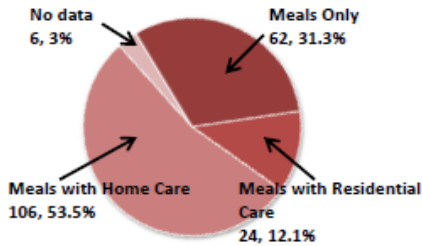
Source: *Source: Soil Association website*
<https://www.soilassociation.org>

Appendix 4 – Sample of a Secondary School Menu

Daily Breakfast						
	Monday	Tuesday	Wednesday	Thursday	Friday	Selling Price
	Bacon / Sausage Bap	Bacon / Sausage Bap	Bacon / Sausage Bap	Bacon / Sausage Bap	Bacon / Sausage Bap	£ 1.20
	Egg and Cheese Bagel	Egg and Cheese Bagel	Egg and Cheese Bagel	Egg and Cheese Bagel	Egg and Cheese Bagel	£ 1.10
	Toast and Spread	Toast and Spread	Toast and Spread	Toast and Spread	Toast and Spread	£ 0.40
	Beans on Toast	Beans on Toast	Beans on Toast	Beans on Toast	Beans on Toast	£ 0.85
	Bottomless Porridge	Bottomless Porridge	Bottomless Porridge	Bottomless Porridge	Bottomless Porridge	£ 0.50
Morning Break						
	Monday	Tuesday	Wednesday	Thursday	Friday	Selling Price
Hot Wrap (premium)	BBQ Chicken	Falafel and Spicy Slaw	Southern Fried Chicken	Garlic Roasted Vegetables and Tomato Sauce	Chicken Tikka	£ 2.10
Panini 1	Cheddar Cheese and Tomato	Cheddar Cheese and Tomato	Cheddar Cheese and Tomato	Cheddar Cheese and Tomato	Cheddar Cheese and Tomato	£ 1.85
Panini 2	Ham and Cheddar Cheese	Ham and Cheddar Cheese	Ham and Cheddar Cheese	Ham and Cheddar Cheese	Ham and Cheddar Cheese	£ 1.85
Panini 3 (Premium)	Tuna Melt	Roasted Vegetable and Mozzarella	BBQ Sausage	Spicy Chicken	Roasted Onion and Beans	£ 2.10
Snack Pot	Tomato and Basil Pasta Pot	Curried Beans on Toast	Sweet Chilli Noodles	BBQ Beans on Toast	Tuna and Sweetcorn Pasta	£ 1.60
Hot Snack	Baked Hash Browns	Pizza Slice	Nachos and Salsa	Pizza Slice	Bacon Roll	£ 0.80
Tray Bakes	Fruity Flapjack	Chocolate and Banana Brownie	Carrot Cake	Fruity Flapjack	Pea and Vanilla Cake	£ 0.75
A selection of freshly made sandwiches, speciality rolls, salads, desserts and fresh fruit pots						
Lunchtime Snacks – Including a selection of fresh sandwiches, rolls, salads, desserts and fruit pots						
	Monday	Tuesday	Wednesday	Thursday	Friday	Selling Price
Pasta Bar / Jacket Bar	Vegetable Bolognese Tomato and Basil Cold Jacket Topping Pots	Curried Chicken Baked Beans Cold Jacket Topping Pots	Vegetable Arrabiata Tomato and Basil Cold Jacket Topping Pots	Beef Chilli Tomato and Basil Cold Jacket Topping Pots	Baked Beans Tomato and Basil Cold Jacket Topping Pots	£ 1.90
Hot Sandwich	Mediterranean Meatball Sub	Keema Shawarma	Carvery Bap	Chilli Beef Burrito	Fish Finger Wrap	£ 2.20
Street Food Pot	Ninja Noodles	Mac & Cheese	Caribbean Festival	Currynation	Wings Wedges	£ 1.90
Tray Bakes	Fruity Flapjack	Chocolate and Banana Brownie	Carrot Cake	Fruity Flapjack	Pea and Vanilla Cake	£ 0.75
Muffins	Lime and Courgette	Lemon Muffin	Chocolate Muffin	Strawberry Muffin	Banana Muffin	£ 0.90

Appendix 5 Adult Care – Meals on Wheels Data

Various Packages



Ethnicity groups

Arab/Middle Eastern	2
Asian (All)	6
Black (All)	20
Mixed (All)	3
White (All)	155
Other	2
Prefer not to say	6
Information not available	4

Contract Services based at Toby Lane depot



- Dedicated kitchen space
- 5 kitchen staff
- 13 drivers (individuals not positions of FTE)
- 1 dedicated Admin plus shared Contract Services admin resources
- 4 vans, costing approximately £500 pcm each

Meals on Wheels

Total number of clients: 198

Offering



- Summer and winter menus
- Standard, kosher, halal and soft (pulped) options
- Hot or frozen meals
- Not all clients receive daily meals

Clients



- An average of 160 meals delivered each day to our 198 LBTH home clients
- Non-client specific meals also delivered to 3 Day Centres
- Appian Court pays full price
- Clients can only receive meals as part of a Care Package



26 out of 198 clients are attending Day Centres

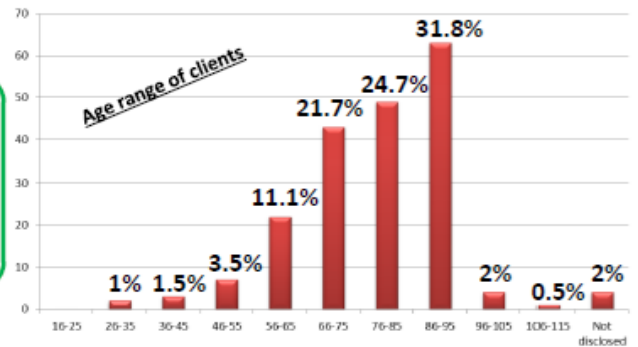
PSR / Clients' Care Groups

Social Care	120
Mental Health	29
Learning Disability	6
Physical Disability	23
No data	20

Costs



- **£546,832** paid to Contract Services
- Recoups around **£142,175** from LBTH home clients
- Unit cost per meal is **£10.78**
- Heavily subsidised; client pays **£2.60** per meal




Appendix 6 Outline Project Plan – Contract Services

Area of work	Action	Timeline	Comment
Union consultation	a) Initial consultation with union representatives ¹	Start Post Cabinet Decision (27 February 2019)	TU consultative meeting to be used for feedback. The Corporate Director or Children's Services may want to hold a special meeting with TU reps to discuss the proposals.
Recommendation 1 Relaunch of rebranded service for Primary/Nursery Schools	This recommendation is not a priority. However, some ideas are recommended to be implemented as soon as possible to retain school contracts and a viable service	September 2019	If budget is agreed procure marketing company to assist with rebranding and marketing and investment requirements
Recommendation 2: Primary Schools changes to Service Level Agreement to include an annual fee to contribute to the purchase of new heavy kitchen equipment and kitchen equipment repair and maintenance	Consultation with schools about how the arrangements would be implemented. - Changes to Primary School SLA Agreements	Start Post Cabinet Decision (27 February 2019) Effective from 1 st April 2020	Schools will be invoiced over 11 months (excluding August)
Recommendation 3: SOIL Association Standard (Silver)	Move to SOIL Association Silver from Gold	From April 2019 – fully implemented by October Menu 2019	Need to review food purchasing to reflect move away from organic/Gold to Silver standard and fully implement in 2019 Autumn/Winter Menu
Recommendation 5: Consult with Secondary schools on a variety of alternative catering options for service delivery	a) Initial consultation with the 7 schools about the way forward: See Appendix 1 for number of staff employed. Future delivery options for schools: - The school managing the catering provision in-house (self-management of catering operations); - Tendering or outsourcing school meal catering to external providers. It is	Start March 2019 (March 21 st or 28 th) April April/May 12 month group tender process July 2020 August 2020	Specialist support for tendering the catering contract, will need to be procured with the support of Corporate Procurement Restructure Report submitted Procure Specialist Catering Consultant(s) Schools that want to be part of a group tender will need to consult together on the Catering Specification and

	<p>recommended that to ease the transition the council should fully support schools that select this option by bearing the cost of contract specification given the specialist and technical nature of this task;</p> <ul style="list-style-type: none"> - A combination of the school managing their catering provision in-house with Contract Services providing external professional management support, at a cost 	September 2020	<p>contract terms and conditions.</p> <p>Contract Award Mobilisation</p> <p>New Contract arrangements in place</p>
<p>Recommendation 6: Consult with Schools on alternative options for cleaning services provision</p>	<p>Initial consultation with the 28 schools about the way forward. See Appendix 1 for number of staff employed.</p> <p>Future delivery options for the schools:</p> <ul style="list-style-type: none"> - Schools management of cleaning provision in-house (self-management of cleaning operations); - Tender or outsourcing to external cleaning providers. <p>Support for schools that want to bring the cleaning services in-house will be needed so that they understand the implications of taking on this area of work.</p>	<p>Start Post Cabinet Decision (27 February 2019)</p> <p>Start March 2019</p> <p>April</p> <p>April/May</p> <p>12 month group tender process</p> <p>July 2020 New arrangements to be in place by September 2020</p> <p>12 month process with handover completed by July 2020</p>	<p>Restructure Report submitted</p> <p>Procure Specialist Cleaning Consultant(s) for group contract.</p> <p>Schools that want to be part of a group tender will need to consult together on the Cleaning Specification and contract terms and conditions.</p> <p>Mobilisation</p> <p>New Contract arrangements in place</p>
<p>Recommendations 8: Review of Welfare Meals recipients, Review of Transported Meals and CPU future options and viability</p>	<p>Options for future delivery options</p> <ul style="list-style-type: none"> - Dependent on initial review of 160 cases - Review of Day Centre users - Review of alternative delivery options for transported meals 	<p>Start January 2019. Report findings to be presented to Cabinet in March 2019</p>	<ul style="list-style-type: none"> • See Appendix 1 for number of staff employed by Welfare Services • Adult Services are undertaking a desktop review • Adult Services are intending to increase meal prices to £3.50 per

			meal as part of their 2019/20 MTFS.
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<p>Cabinet</p> <p>27 February 2019</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Ann Sutcliffe, Acting Corporate Director PLACE</p>	<p>Classification: Partial Exemption (Appendix B)</p>
<p>Disposal of 34 Mount Terrace, London, E1 2BB and Lease renewal of 17-19 Brick Lane, London, E1 6PU</p>	

Lead Member	Mayor John Biggs
Originating Officer(s)	Alan McCarthy Acting Head of Asset Management
Wards affected	Spitalfields and Banglatown
Key Decision?	No
Forward Plan Notice Published	3 December 2019
Reason for Key Decision	Financial Threshold
Strategic Plan Priority / Outcome	N/A

Executive Summary

This report deals with two matters. The first relates to a lease renewal of 17-19 Brick Lane which is discussed in sections 1 to 9 and the second to a disposal of a disused dilapidated residential property at 34 Mount Terrace in sections 11 to 18.

1. 17-19 BRICK LANE

The current lease of 17-19 Brick Lane has expired and under the Landlord and Tenant Act 1954, the Tenant has a statutory right to renew under the same terms as the existing lease save for minor modifications reflecting reasonable modern equivalent terms.

The current lease was for 20 years at a passing rent of £31,350 per annum.

The new proposed lease is for 15 years at an initial rent of £37,000 per annum.

2. RECOMMENDATIONS:

The Mayor in Cabinet is recommended to:

- 2.1 Consider the contents of this Report and approve the completion of the statutory lease renewal of 17-19 Brick Lane to the current Tenant for a term of 15 years at an initial rental of £37,000 per annum.
- 2.2 Delegate to the Acting Corporate Director of Place in consultation with the Corporate Director of Governance the authority to agree the heads of terms

and thereafter, to prepare, complete and execute the required legal documentation for the new 15 year lease in order to give effect to the decision.

3. REASONS FOR THE DECISIONS

- 2.3 The Tenant has a statutory right to renew the current lease through provisions of Part II of the Landlord and Tenant Act 1954 granting security of tenure.
- 2.4 Cabinet approval is required as the sum of the initial rental (£37,000 per annum) for the term of the lease (15 years) exceeds the maximum approval limit for Delegated Authority. The total consideration sum for the full term of the lease equates to £555,000 without taking into account the provisions for upward rent reviews which occur 5 yearly.

4. ALTERNATIVE OPTIONS

- 2.5 As stated in section 1.1 above, the Tenant has a statutory right to renew the lease, as such, unless the Council requires the property back for redevelopment (which it does not), a new lease cannot be refused. In any case, an application to the Courts by the Tenant would see a new lease granted and costs likely to be awarded against the Council.

5. DETAILS OF REPORT

- 2.6 17 – 19 Brick Lane is a double shop located at the southern end of Brick Lane. It forms part of a parade of street level shops under residential dwellings. The shops are managed by LBTH Asset Management and the residential above is managed by Tower Hamlets Homes. The building is of fair to average condition and appeal.
- 2.7 The adjoining shops comprise a mix of uses that typify a retail parade in a slightly secondary location. Whilst the northern end of Brick Lane attracts a mixed cultural and social customer, the southern end caters mainly for local residents with convenience style uses.
- 2.8 17-19 Brick Lane is a grocery store that was originally leased for a term of 20 years at a rental of £20,000 per annum. It has been assigned a number of times with the most recent being in 2012.
- 2.9 The property has a rateable value of £88,000 as at 1 April 2017.
- 2.10 As the lease was expiring, negotiations commenced on the terms for the renewal. GVA, the Council's consultants, was commissioned to determine the new rent and negotiate the terms for a new lease.
- 2.11 The rental value determined by GVA lies between £36,855 and £43,680.

- 2.12 A term of 15 years has been agreed with 5 yearly rent reviews based on open market rent.

6. EQUALITIES IMPLICATIONS

17-19 Brick Lane

- 2.13 There are no equalities implications as this matter is a statutory lease renewal.

7. OTHER STATUTORY IMPLICATIONS

- 2.14 There are no statutory implications for either matter.

8. COMMENTS OF THE CHIEF FINANCE OFFICER

- 2.15 This report seeks the agreement of the Mayor in Cabinet to the terms of the lease renewal of the retail units at 17-19 Brick Lane. The proposed lease terms have been assessed and negotiated by the Council's Asset Management section, with external independent advice obtained from GVA.
- 2.16 The property is held under Housing Revenue Account (HRA) powers. Agreeing the proposals in the report will secure initial annual income of £37,000 to the HRA, an increase of £5,650 on the existing rental charge of £31,350 per annum. The proposed lease term is fifteen years, with five-yearly market rent reviews being undertaken.
- 2.17 The costs of the support provided by GVA have been met from existing HRA revenue resources.

9. COMMENTS OF LEGAL SERVICES

- 2.18 Under Section 123 of the Local Government Act 1972 , local authorities have powers to dispose of land in any manner they wish, including granting a lease. However, a disposal must be for the best consideration reasonably obtainable, (except in the case of short tenancies), unless the Secretary of State consents to the disposal.
- 2.19 A lease granted for a term of more than seven years is not a short tenancy for the purposes of section 123 of the Local Government Act 1972. Therefore, the requirement to obtain the best consideration reasonably obtainable set out in the Local Government Act 1972 applies to the lease proposed by this Report.
- 2.20 It is confirmed at paragraphs 3.5 to 3.7 of this Report that the rent negotiated is the best consideration reasonably obtainable, thereby satisfying the requirements of section 123 of the Local Government Act 1972.

- 2.21 This Report confirms at paragraph 1.1 that the current lease is within the security of tenure provisions of the Landlord and Tenant Act 1954. The renewed lease will therefore similarly have the benefit of security of tenure under that Act and the Council may only bring the lease to an end on expiry of the term if certain statutorily limited grounds for doing so can be proven to apply. Otherwise at the end of the term the tenant will have the right to call for a new lease and the Council will be obliged to renew the lease.

Linked Reports, Appendices and Background Documents

Linked Report

- NONE.

Appendices

17-19 Brick Lane

- None

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

- NONE for either report

Officer contact details for documents:

N/A

Section Two

Executive Summary

10. **34 MOUNT TERRACE**

34 Mount Terrace ('the property') is a 3 level end of terrace house with basement and large rear garden, located just off Whitechapel Road.

The property is Grade II listed in a poor state of repair and has been vacant for the past three years.

Consultation with the Strategic Housing and Capital Delivery teams indicated that this property is not suitable for housing requirements and as such is best suited to being disposed of. The costs to renovate and convert are estimated to be in excess of £300,000 and therefore not considered cost effective.

A valuation has been undertaken by Copping Joyce, the Council's independent valuation consultant ('consultant') on 12th October 2018. A copy of the exempt report is appended at Appendix B to this report. The information contained in Appendix B is considered as being exempt in accordance with section 12A of the Local Government Act 1972 (as amended by the Local Authorities (Access to Information) (Exempt Information) (England) Order 2006) 1972 Act, (3) Information relating to the financial or business affairs of any particular person (including the authority handling the information).

This report sets out the proposal for the disposal of the 34 Mount Terrace, London, E1 2BB.

11. **RECOMMENDATIONS:**

The Mayor in Cabinet is recommended to:

- 6.1 Agree that the property (as shown on the plan in Appendix A) is surplus to requirements;
- 6.2 Agree to the disposal of the site by private treaty or auction;
- 6.3 Agree to the disposal of the site on a 199 year lease;
- 6.4 Authorise the Acting Divisional Director Property & Major Programmes, to appoint external agents or auctioneers to support the marketing of the site;
- 6.5 Authorise the Acting Corporate Director for Place, following consultation with the Director of Law Probity and Governance, to agree the terms and conditions of any agreements required to implement the recommendations above

12. REASONS FOR THE DECISIONS

- 6.6 It is important at a time of reduced funding and budgets in the public sector to ensure that efficiencies are driven through the running and/or disposals of the Council's assets to reduce revenue costs.
- 6.7 The decisions in this report will contribute to the continual review and rationalisation of the Council's assets, and help reduce the operational portfolio to the minimum required.
- 6.8 The disposal will generate a capital receipt which will be used to support the Council's capital programme which includes a commitment to invest in the supply of new affordable housing. It will also reduce revenue expenditure on upkeep and maintenance.

13. ALTERNATIVE OPTIONS

- 6.9 The Council has considered the following three options for refurbishing the property:
- 1 Refurbish and retain within the HRA charging social rents. Under this model the net annual income generated by the 1 x 1 bed and 1 x 2 bed units would initially be in the region of £8,000 and it take over 30 years to recoup the cost of refurbishment.
 - 2 Refurbish and retain within the HRA and use the 1 x 1 bed and 1 x 2 bed units for temporary accommodation at Local Housing Allowance rents. Under this model the initial net annual income equates to around £21,000 and would take approximately 20 years to recoup the cost of refurbishment
 - 3 Refurbish and place 1 x 1 bed and 1 x 2 bed units into the Councils Wholly Owned Company, Seahorse Homes Ltd, where market rents could be charged. Under this model the initial net annual income equates to around £30,000 and would take approximately 12 years to recoup the cost of refurbishment.
- 6.10 The total costs of refurbishment and conversion are estimated around £300,000 which could result in a configuration of 1 x 1 bedroom and 1 x 2 bedroom flats based on an analysis of the individual dwelling sizes under this configuration meeting the space standards set out in Policy DM4 of the Councils Managing Development Document as dictated by the London Plan for minimum dwelling sizes.
- 6.11 The likely timescale to implement any of the above options would include

around 9 months for design, planning and procurement followed by a 6-12 month build time. Complications may arise from the listed nature of the property which in itself carries and potential delays with planning and provides construction challenges.

- 6.12 If this property were disposed of it is expected that the capital receipt could fund the purchase of two fit-for-immediate-habitation properties in the same 1 x 1 bedroom and 1 x 2 bedroom configuration.

14. DETAILS OF REPORT

- 6.13 The Council has a significant operational and commercial portfolio that it manages. Officers continually review the property portfolio and bring forward sites for direct development and/or disposal from time to time. The direct development options depend on the availability of funding and the size of the redevelopment opportunity. Disposal of surplus sites reduces the revenue costs for the maintenance and security of vacant buildings, while generating a capital receipt.
- 6.14 This report is in relation to a Council property that has been vacant since 2015 and is in need of major repair and refurbishment.
- 6.15 The success of the disposal will also be enhanced by undertaking pre-sale due diligence such as surveys and reports. This will help expedite the process of concluding exchange of contracts with the successful bidders.
- 6.16 The methods of disposal available to the Council are either by private treaty sale or by auction. Both of these methods will be considered in detail as part of the disposal process.
- 6.17 The marketing of private treaty will involve instructing a local firm of estate agents to market the property for a minimum period to ensure maximum exposure to the market. This method of sale, whilst potentially taking longer could maximise the potential of a sale with a good return.
- 6.18 The alternative method of sale by auction would result in a concentrated marketing period followed by an instant sale provided a reserve price is reached. This method has the advantage of expediting the process, ie offering a quicker sale to a wider market and may suit this type of property. This method could lead to increased value being obtained for the property.
- 6.19 The property comprises a 3 level end of terrace house with basement and large rear garden, located just off Whitechapel Road. It is a Grade II listed

building built around the 1880s and is in poor condition. It is held in the Housing Revenue Account.

- 6.20 The adjoining properties are not Council owned but held by seemingly unrelated individuals therefore there is limited redevelopment/amalgamation potential and as such any refurbishment or redevelopment would need to be in isolation.
- 6.21 The property was previously occupied until about 2015 when it was repossessed and boarded up.
- 6.22 In 2014 a refurbishment estimate was commissioned which indicated the cost to repair the building would be in excess of £150,000 including replacing the windows. More recent estimates indicate these costs to be around £300,000 which includes costs to convert into flats.
- 6.23 A valuation was recently undertaken by Copping Joyce, the Council's independent valuation consultants on 12th October 2018. A copy of the report has been appended to this report.
- 6.24 Consultation with the Strategic Housing team indicated that this property is not suitable for housing requirements given the cost to refurbish, the ongoing maintenance obligations of a Grade II listed building. The return on spending the proceeds of a disposal outweighs the benefit of spending the costs to refurbish and convert before renting the property out (refer to s.2 above).
- 6.25 The property forms a wasting asset, though as it is a residential building it is at less of a risk of being squatted due to the legislation making squatting of a residential property illegal. A concern is the poor state of repair and the potentially increasing costs to remedy any structural problems as the building continues to deteriorate due to a lack of maintenance and necessary remedial works.

15. EQUALITIES IMPLICATIONS

- 6.26 The public sector equality duty under section 149 Equality Act 2010 arises where the Council exercises its functions. The Council proposes to use the capital receipt generated by the sale for priority projects. Such schemes primarily benefit persons who are the intended beneficiaries of the equality duty.

16. OTHER STATUTORY IMPLICATIONS

- 6.27 There are no statutory implications for this matter.

17. COMMENTS OF THE CHIEF FINANCE OFFICER

- 6.28 This report seeks the agreement of the Mayor in Cabinet to declare the property at 34 Mount Terrace as being surplus to requirements and to agree to its disposal on a 199 year lease. It is proposed to market the property for sale by private treaty as it is considered that this method will secure a higher sale price than the alternative option of sale by auction (see paragraphs 14.5 and 14.6 of this report).
- 6.29 The property is held under Housing Revenue Account ('HRA') powers for use as tenanted accommodation but has been empty since 2015 and requires significant capital investment estimated to be in the region of £300,000 in order to bring it up to a lettable standard. As outlined in section 13 of this report, a number of different refurbishment and rental options have been considered at an overall summary level, but due to the high refurbishment costs, it is considered better value for the Council to avoid the necessary capital renovation costs and to dispose of the property in order to generate a capital receipt which can be used to finance capital priorities in accordance with both the Capital Strategy and the Medium Term Financial Strategy. Although the Council is currently undertaking large programmes to acquire properties within both the HRA and the General Fund for use as temporary accommodation, the costs associated with the refurbishment of this property makes disposal and reinvestment of the receipt the preferred option. This is further supported by the view that disposal of the property could provide the resources to finance the acquisition of two dwellings (a one bedroom unit and a two bedroom unit) as set out in paragraph 13.4.
- 6.30 As the property is held under HRA powers, any receipts from the disposal will be 100% usable within the HRA as these receipts are no longer subject to the pooling regime. The receipts are also fully usable within the General Fund if applied for the provision of affordable housing or to fund regeneration projects.
- 6.31 Disposal will mean that the Council will avoid any on-going revenue costs necessary to keep the empty property secure. Any expenditure that the Council incurs in marketing the site will be met from the 4% 'top-slice' that can be offset from capital receipts to cover the cost of sale. This will include the cost of the valuation report that was commissioned from Copping Joyce.
- 6.32 In order that the Council can make best use of the capital receipt, it is essential that any necessary legal approvals for the disposal of an HRA dwelling are obtained in advance of selling the property.

18. COMMENTS OF LEGAL SERVICES

- 6.33 The report seeks the decision to declare the Council's land identified as surplus to requirements and to dispose of the property by way of private treaty.

- 6.34 The property is held in the HRA and the disposal is therefore governed by the Housing Act 1985. Section 32 of the Act provides that a local authority may not dispose of any housing land held by them without the consent of the Secretary of State. In order to facilitate disposals, the Secretary of State has issued a series of general consents (the General Housing Consent 2013) which provide the required consent in certain circumstances.
- 6.35 Paragraph A3.1.1 of the General Housing Consent provides the Council with the consent to dispose of property for a consideration equal to its market value provided the exemptions listed under paragraph 3.1.2 do not apply, As none of these exemptions apply this proposed disposal is therefore permitted by legislation.

Linked Reports, Appendices and Background Documents

Linked Report

- NONE.

Appendices

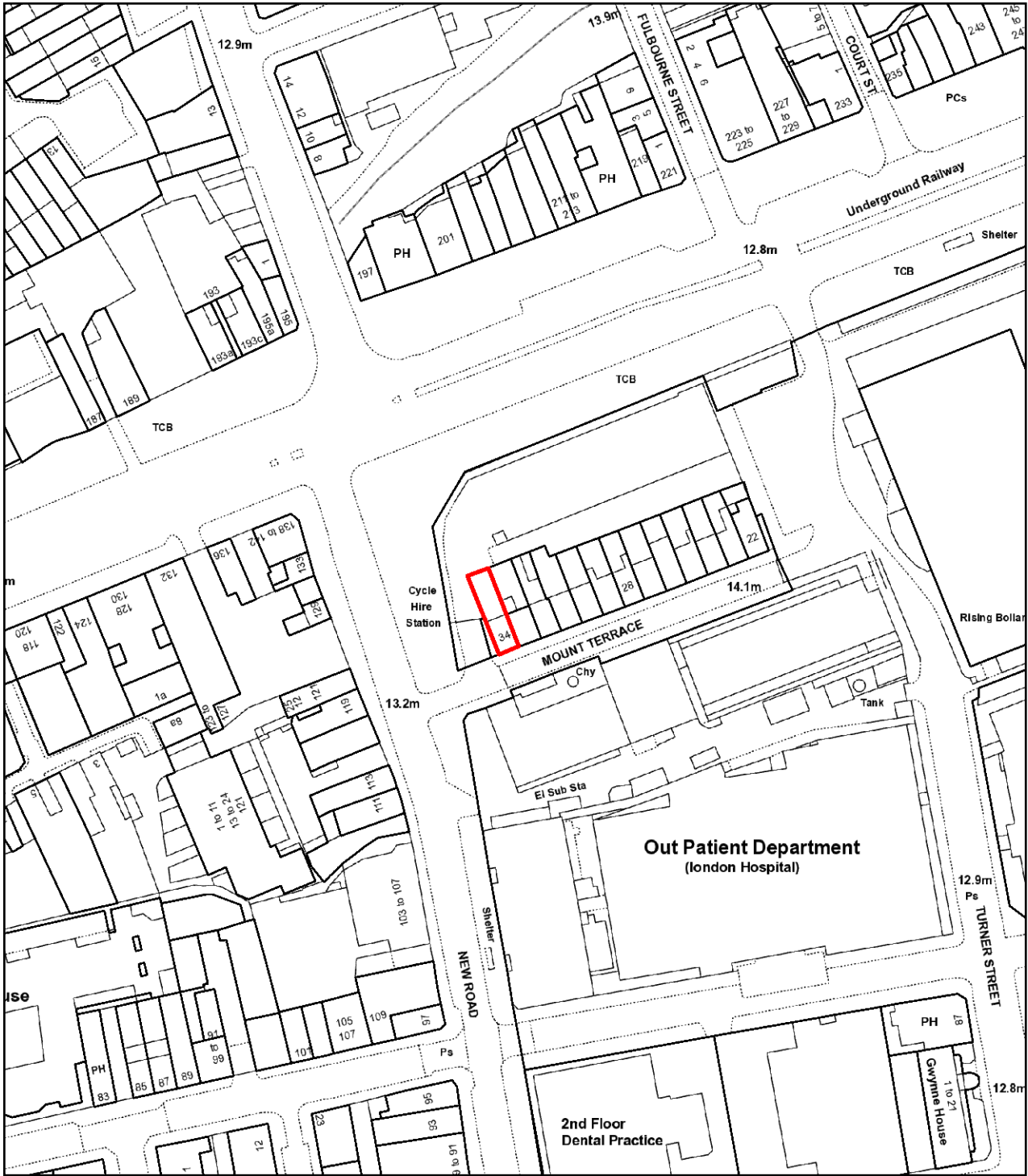
- Site plan- Appendix A
- EXEMPT INFORMATION: Valuation report- Appendix B

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

- NONE for either report

Officer contact details for documents:

N/A

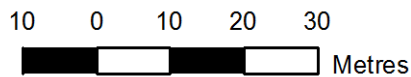


34 Mount Terrace, E1 2BB

2 level terrace house



Scale 1:1250




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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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<p>Cabinet</p> <p>27 February 2019</p>	
<p>Report of: Tom McCourt, Strategic Director</p>	<p>Classification: Unrestricted</p>
<p>Local Implementation Plan 3 for Transport (LIP3)</p>	

Lead Member	Councillor David Edgar, Cabinet Member for Environment
Originating Officer(s)	Margaret Cooper, Head of Engineering
Wards affected	All wards
Key Decision?	Yes
Forward Plan Notice Published	24 December 2018
Reason for Key Decision	Financial
Strategic Plan Priority / Outcome	All Priorities and Outcomes relating to Transport and Highways

Executive Summary

The Council is required to develop its LIP3 (Local Implementation Plan) for Transport to demonstrate how it intends to deliver the Mayor for London's Transport Strategy at the local level. An accompanying 3 year delivery plan is also required to demonstrate the detailed projects the Council intends to use its annual LIP allocation of approx. £2.2m to help to deliver these projects.

The Draft LIP is based on the Council's Strategic Priorities, and seeks to align them with the Mayor for London's transport strategy objectives.

The Consultation Draft LIP was approved by the Mayor in November to be issued for statutory consultation as required by LIP guidance. This report summarises the results of that consultation and modifications which will be made to accommodate TfL comments in particular in order to expedite final approval by TfL.

It also appraises Members of the approval of the £2.2m LIP allocation for 2019/20 approved by TfL and seeks approval to include in the Capital Programme.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Note the content of the LIP3 document (referenced as linked report available through Modern.Gov)
2. Approve the document for submission for TfL approval.
3. Agree that the scheme funding allocations approved by TfL for 2019/20 in the Annual Spending Submission (as per Table 1 Appendix 16) are incorporated into the Capital Programme for 2019/20.
4. Approve the adoption of new capital estimates for these schemes in line with Financial Regulations in order that works can commence early in 2019/20 on the delivery programme.

1 REASONS FOR THE DECISIONS

- 1.1 It is a statutory requirement that the Council submits a Local Implementation Plan for Transport to TfL for approval and it must be in line with guidance provided by TfL to ensure that the Council shows how it is intending to deliver the Mayor for London's Transport Strategy at the local level.

2 ALTERNATIVE OPTIONS

- 2.1 None considered as failure to follow TfL guidance would result in non-approval and no funding allocation.

3 DETAILS OF THE REPORT

- 3.1 LIP 3 will be the Council's third Local Implementation Plan for Transport and Highways improvements. The layout and content follows the standard template required by TfL as provided in its Guidance document.
- 3.2 The document begins with a detailed breakdown of the state of the borough according to data on transport provided by TfL, and population and economic data provided by colleagues within the borough. This sets the scene and provides a justification for our actions which will also be useful to the Borough Transport strategy which will build on the LIP3 and Local Plan transport content to provide a more comprehensive borough-specific strategy.
- 3.3 The LIP3 must detail how the Council intends to contribute to delivering the Mayor for London's Transport Strategy (MTS) over the next 10 - 20 years and particularly his core transport objectives.
- 3.4 It must also include a more detailed 3 year delivery plan to explain how the Council intends to spend its LIP allocation each year to demonstrate that it is compatible with the MTS objectives: the value of this funding is approximately £2.2m per annum- a total calculated by formula. No changes have been

made by TfL to the indicative funding allocations provided a year ago despite cuts to their Business Plan funding.

- 3.5 Officers have sought to match the MTS objectives with Tower Hamlets' Strategic Priorities so as to ensure additional funding for their delivery. The projects link strongly with Air Quality and Health strategies in particular having engaged with colleagues from other departments as fully as possible.
- 3.6 The draft document has almost reached completion – the final stage is the addition of cross-referencing and some further scheme details as requested by TfL. These are listed in Appendix Two to this report and our proposed modifications are currently under discussion with TfL. At this time, no other comments have been received from the statutory consultation. *(Subject to any comments raised at MAB, the final LIP3 will be submitted for Cabinet approval on 27th February to meet the TfL deadline for submission).*
- 3.7 Alongside the formula-based allocations, there is a competitive process for securing funding for more major individual schemes : this funding stream is referred to as Liveable Neighbourhoods and the Council has submitted a bid for Bow Love Your Neighbourhood referred to in 4.4 below. The outcome is due in March.
- 3.8 It is not intended to issue this document for public consultation at this time due to the constraints imposed by the MTS and TfL guidance. It is suggested that the forthcoming public consultation on the Borough Transport Strategy would be a more helpful dialogue with local residents, and would reduce potential confusion and overload of consultation materials.
- 3.9 TfL have already advised on the annual LIP allocation for 2019/20. The allocation is as anticipated and no reductions have been made, despite the current financial constraints facing TfL. The schemes will then be incorporated into the Capital Programme with appropriate capital estimates being adopted to enable progress early in the new financial year.

4 THE 3 YEAR DELIVERY PLAN

- 4.1 The 3 Year Delivery Plan is attached as Appendix One and the core themes are summarised below. The Annual Spending Submission was slightly over the indicative allocation in order to give some flexibility in finalising total allocations – it has however been approved, subject to the approval of the LIP3 itself, at a total of £2.177 m. The 2019/20 proposed allocation has therefore been revised in the attached plan in line with this decision.
- 4.2 The key themes in the Delivery Plan are:
 - Love Your Neighbourhoods – Area-wide schemes to protect local residential neighbourhoods from through traffic and encourage more walking and cycling;
 - Vision Zero – measures to improve road safety at problem sites and borough-wide actions;
 - School Streets – to help deliver 50 School Streets over the next 3 years;

- Implementing the Cycle Strategy – with a focus on cycle parking, including a secure parking hub at Whitechapel Station as several routes are being designed with TfL and are eligible for alternative funds;
- Improving Air Quality – Electric Vehicle Charge Point roll-out
- Ben Johnson Road – continuing work to improve the streetscene and control traffic with new signals
- Chrisp Street corridor – funding to complement section 106 obligations to traffic calm and green that corridor;
- Tackling ASB driving – measures to prevent circuit racing and quick getaway routes for drug dealers;
- Sustainable Drainage Schemes – supporting greening of the public realm with rain gardens and pocket parks to reduce run-off from hard landscapes areas.
- Secure Motorcycle Parking to reduce theft;
- Improving local accessibility – minor works to add more dropped kerbs and at-grade crossings;
- Local Transport Funding – for further studies for instance, a Road Safety Plan and update of the Cycle Strategy;
- Supporting Measures – this includes travel awareness activity, cycle training, and road safety education. This will be tied into the engagement of people in the Low Traffic Neighbourhoods to build ownership of the public realm and encourage travel behaviour change. These programmes can also address issues such as dementia through targeted road safety education for carers and elderly people, and will review potential for assisting in the suicide prevention strategy.

4.3 In addition, there will be potential to bid for emergency funding to complete the resurfacing of Hackney Road. We successfully secured funding for this project for 2018 and have completed the length from Cambridge Heath Road to Goldsmiths Row, but hope to be able to complete the length within the borough's responsibility next year.

4.4 The borough has also taken the opportunity to bid for Liveable Neighbourhoods Funding of £ 2-3m for supplementing funding for the delivery of a Love Your Neighbourhood scheme in Bow. This is a competitive element of the LIP process, and although officer feedback has been positive, the final outcome will not be known until March.

5 EQUALITIES IMPLICATIONS

5.1 The proposals seek to protect vulnerable road users and improve air quality and accessibility for all residents. DfT and TfL Guideline standards will be applied for this purpose. An accompanying Equalities Impact Statement is being carried out in parallel according to TfL's Guidance requirements.

6 OTHER STATUTORY IMPLICATIONS

6.1 This section of the report is used to highlight further specific statutory implications that are either not covered in the main body of the report or are

required to be highlighted to ensure decision makers give them proper consideration. Examples of other implications may be:

- Best Value Implications,
- Consultations,
- Environmental (including air quality),
- Risk Management,
- Crime Reduction,
- Safeguarding.

Environmental

- 6.2 The aim of the projects in the LIP is to support the Air Quality Management Plan, improve air quality and health encourage active travel to achieve a mode change. An accompanying Environment Impact Assessment is being carried out in parallel according to TfL's Guidance Requirements.

7 COMMENTS OF THE CHIEF FINANCE OFFICER

- 7.1 This report seeks the approval by the Mayor in Cabinet of the Council's third Transport Local Implementation Plan and to its submission to TfL.
- 7.2 Approval is also sought for the recently confirmed TFL LIP funding to be incorporated into the 2019-20 capital programme and the corresponding capital estimates adopted. The schemes in Appendix One of the report set out the priorities for the Council that were included within the December 2018 Annual Spending Submission to TfL on which the allocations were based.
- 7.3 The confirmed TFL allocation of £2.277 million is made up as follows:

Capital

Corridors and Neighbourhoods	1,727,000
Local Transport Funding	100,000

Revenue

Supporting Measures	450,000
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The capital programme that was approved by the Mayor in Cabinet on 9th January 2019, for onward consideration at the full budget Council meeting on 20th February 2019, included a provisional capital budget of £2.435 million for TfL LIP funding. This, and the revenue budget, will be adjusted as necessary within the first quarter's budget monitoring report to reflect the confirmed funding levels above.

8 COMMENTS OF LEGAL SERVICES

- 8.1 By Section 141 of the Greater London Authority Act 1999("the Act") the Mayor shall develop and implement policies for the promotion and encouragement of safe, integrated, efficient and economic transport facilities and services to, from and within Greater London. In pursuance of this duty the Mayor is

required by section 142 to publish a Transport Strategy [the Mayors Transport Strategy (MTS)]

- 8.2 Under section 141(1) of the Act the Council is to have regard to the Transport Strategy in the exercise of its functions. Section 144(2) of the Act allows the Mayor to issue guidance as to the implementation of the Mayor Transport Strategy (MTS) to any London borough council. The Council is required to have regard to the guidance in exercising any function.
- 8.3 The functions relevant to the preparation of the LIP guidance were delegated to TfL by the Mayor. LIP3 guidance was thus issued by TfL.
- 8.4 The requirements for preparing a LIP are set out in section 145 of the Act and the guidance. In addition to containing the borough's proposals for the implementation of the MTS in its area, the LIP shall include a timetable for implementing the different proposals in the plan and the date by which all proposals will be implemented. When approving a LIP, the Mayor must ensure that it is consistent with the MTS, that the proposals that it contains are adequate and that the timetable for implementation and the deadline by which the proposals are to be implemented is adequate. If a LIPs is produced which does not meet the statutory requirements, the Mayor may use his powers of direction in sections 147 and 150 of the Act and may even step in and produce the LIP himself.

Linked Reports, Appendices and Background Documents

Linked Report

Appendices


- Appendices to follow

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

- TfL LIP Guidance - contact TfL

Officer contact details for documents:

Margaret Cooper x 6851

<p>Cabinet</p> <p>27 February 2019</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Will Tuckley, Chief Executive</p>	<p>Classification: Unrestricted</p>
<p>Strategic Plan Performance & Delivery Reporting: Quarter 3 2018/19</p>	

Lead Member	Mayor John Biggs
Originating Officer(s)	Sharon Godman – Divisional Director Strategy, Policy & Performance Thorsten Dreyer – Head of Intelligence & Performance
Wards affected	All
Key Decision?	No
Forward Plan Notice Published	30/10/18
Reason for Key Decision	N/a
Strategic Plan Priority / Outcome	All

Executive Summary

This report provides the Mayor in Cabinet with an update on the delivery and implementation of the council’s Strategic Plan 2018/19 up to the end of quarter 3 (December 2018).

The report notes that there has been an improvement in the number of performance measures achieving their expected target when compared to the position at the end of the previous quarter.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Note the summary status as set out at the beginning of the attached monitoring report; and
2. Review the performance of the strategic measures at mid-year, including those measures where the minimum expectation has been missed; and
3. Review progress in delivering Strategic Plan activities at the mid-year point, including those activities that are flagged as delayed and overdue.

1. REASONS FOR THE DECISIONS

- 1.1 The council's Performance & Accountability Framework sets out the process for monitoring the timely and effective delivery of the Strategic Plan to improve outcomes for residents. In line with the framework, the Mayor in Cabinet receives regular update reports to ensure oversight of delivery, performance and improvement at Cabinet level.
- 1.2 This report promotes openness, transparency and accountability by enabling Tower Hamlets residents to track progress of activities that impact on their lives and the communities they live in.

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. DETAILS OF THE REPORT

3.1 Background

- 3.2 This report provides the Mayor in Cabinet with an update on the delivery and implementation of the council's Strategic Plan 2018/19 up to the end of quarter 3 (December 2018).
- 3.3 The council's Strategic Plan sets out how the council will work with local communities to make Tower Hamlets a fairer, cleaner and safer borough. The plan includes key activities and a suit of performance measures, which help the council understand to which extent it is meeting its objectives.
- 3.4 Since the previous quarter, we have continued to deliver against the key activities of the plan. We have:
 - Launched a dedicated service to support those moving onto Universal Credit;
 - Taken the decision to bring our waste and recycling service in house to enable greater flexibility when responding to changing needs and to meet the Mayor's ambitious target to increase recycling;
 - Brought our enforcement services together in one place in the organisation to better tackle ASB and work more effectively with the police and other partners to address community safety concerns;
 - Continued to embed our improvements in children's social care with the aim of achieving an Ofsted rating of 'good' when our services are re-inspected.

- 3.5 We have seen an improvement in our performance at the end of quarter 3 with the number of measures meeting their target now standing at seventeen, up from ten at the end of the previous quarter. Our services have put in place action plans to drive up performance in areas which are below target.
- 3.6 *Performance summary*
- 3.7 The plan on a page (page 2 of the attached report) summarises the number of activities and measures, which are rated green (on target), amber (slipped or delayed), or red (off target).
- 3.8 At the end of quarter 3 all except one of the activities are considered to be on target and are expected to deliver by the end of the financial year. The only activity deemed to be off target is the growth strategy for local businesses.
- 3.9 At the same time, seventeen performance indicators have met or are exceeding their target; five are exceeding the minimum expectation, while fifteen are falling short. This is an improvement compared to the preceding quarter when only ten performance indicators were ahead of target. The number of measures falling short of the target has remained stable, unfortunately, and action plans have been put in place to take corrective action where this can be achieved. The paragraphs below provide a summary of performance in relation to key areas of importance to residents.
- 3.10 Performance in our Children's Services has continued its trajectory of improvement with the oversight of the Transformation and Improvement Board. Four of the measures for Outcome 2 are now exceeding the target, (three were rated as 'green' in the previous reporting period) two are meeting the minimum expectation, and two are falling of short of the target. We have experienced a small temporary drop in performance for some measures in December but performance has since recovered in January 2019.
- 3.11 For the waste collected in the last quarter, the recycling rate is just ahead of target at 24%. This means that provisional cumulative performance for the year to date stands at 23.7%, just below the target. Following approval to bring our waste and recycling service in house, a number of activities are underway to drive further improvements towards the Mayor's ambitious target to be achieved by 2022. For example, in partnership with Tower Hamlets Homes, we are testing different approaches to increasing recycling and waste minimisation on 8 estates. One of these improvements is the introduction of a re-usable, machine-washable recycling bag.
- 3.12 Crime and anti-social behaviour remain serious concerns for residents. Two measures for this area are currently not meeting their target Youth offending rates have shown improvement this quarter compared to the outturn at the end of quarter 2. In November we published our Violence Against Women and Girls (VAWG) Charter which received positive publicity in national media and is expected to improve awareness of the many sources of support for victims from diverse backgrounds.

4. EQUALITIES IMPLICATIONS

- 4.1 The council's Strategic Plan is focused on meeting the needs of the diverse communities living in Tower Hamlets and ensuring that everyone can play their part in a vibrant and cohesive community. The strategic outcomes and supporting activities are designed to reduce inequalities and to foster community cohesion. Equalities considerations are embedded in all outcomes of the Strategic Plan with specific actions focusing on areas of inequality identified through the Borough Needs Assessment being addressed under *Outcome 4 - Inequality is reduced and people feel that they fairly share the benefits from growth.*

5. OTHER STATUTORY IMPLICATIONS

- 5.1 This section of the report is used to highlight further specific statutory implications that are either not covered in the main body of the report or are required to be highlighted to ensure decision makers give them proper consideration. The following implications are of specific relevance to quarterly performance reporting:

- Best Value Implications,
- Consultations,
- Environmental (including air quality),
- Risk Management,
- Crime Reduction,
- Safeguarding.

5.2 Best Value (BV) Implications

- 5.2.1 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 and acting on the findings is an important way in which that obligation is being fulfilled.

5.3 Sustainable action for a greener environment

- 5.3.1 *Outcome 5 - People live in a borough that is clean and green* is dedicated to taking sustainable action for a cleaner environment. It focuses on key areas of sustainability, including air quality, waste and carbon emission. Key activities include work to drive up the borough's recycling rate and implementing a number of initiatives to improve air quality, including making Tower Hamlets one of the best boroughs for walking and cycling.

5.4 Risk management implications

5.4.1 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.

5.5 *Crime and disorder reduction implications*

5.5.1 Strategic Plan *Outcome 7 - People feel safer in their neighbourhoods and anti-social behaviour is tackled* and *Outcome 8 – People feel they are part of a vibrant and cohesive community* are dedicated to crime and disorder reductions. Activities under these outcomes are designed to improve safety, the perception of safety and community cohesion. Key activities include a new partnership approach to tackling violence and taking a public health approach to reducing violence, as well as continued investment in police officers who can be tasked to address local priorities.

5.6 *Safeguarding implications*

5.6.1 Strategic Plan *Outcome 2 - Children and young people are protected so they get the best start in life and can realise their potential* is dedicated to keeping children and young people safe from harm. The inclusion of this dedicated outcome focused on safeguarding children and young people ensures that the council's children's services improvement journey is embedded in our planning at the highest level and is reviewed by Cabinet as a whole in addition to being monitored through our dedicated Children's Services Improvement Board. Key activities include changing the way we deliver children's services and working more effectively with partners to address all forms of exploitation.

5.6.2 *Outcome 3 - People access joined-up services when they need them and feel healthier and more independent* incorporates is our key outcome in relation to safeguarding vulnerable adults. Key activities include tackling loneliness and isolation as well as giving those receiving care and carers greater control.

6. COMMENTS OF THE CHIEF FINANCE OFFICER

6.1 This report sets out the delivery, performance and improvement position for the Strategic Plan 2018/19 at the end of quarter 3 (December 2018). There are no additional financial implications arising from the recommendations of this report.

7. COMMENTS OF LEGAL SERVICES

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

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

Linked Reports, Appendices and Background Documents

Linked Report

- NONE

Appendices

- Appendix 1: Strategic Plan Performance Report Quarter 3 2018/19

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

- None

Officer contact details for documents:

N/A

Tower Hamlets Strategic Plan 2018-21



Working together with the community
for a fairer, cleaner and safer borough

Quarter 3 monitoring report

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Priority 1

People are aspirational, independent and have equal access to opportunities

st Outcome 1

People access a range of education, training and employment opportunities

Actions 0 1 4 0
 Pls 3 0 1 0 0

st Outcome 2

Children and young people are protected so they can realise their potential

Actions 0 0 4 0
 Pls 2 2 4 0 0

st Outcome 3

People access joined up services when they need them and feel healthier and more independent

Actions 0 0 7 0
 Pls 1 0 4 0 0

st Outcome 4

Inequality is reduced and people feel that they fairly share the benefits from growth

Actions 0 0 5 0
 Pls 3 1 0 0 0

Priority 2

A borough that our residents are proud of and love to live in

st Outcome 5

People live in a borough that is clean and green

Actions 0 0 5 0
 Pls 0 0 2 0 1

st Outcome 6

People live in good quality affordable homes and well-designed neighbourhoods

Actions 0 0 4 0
 Pls 1 0 2 0 2

st Outcome 7

People feel safer in their neighbourhoods and anti-social behaviour is tackled

Actions 0 0 7 0
 Pls 2 0 2 0 1

st Outcome 8

People feel they are part of a cohesive and vibrant community

Actions 0 0 7 0
 Pls 0 0 0 0 1

Priority 3

A dynamic outcomes-based Council using digital innovation and partnership working to respond to the changing needs of our borough

st Outcome 9

People say we are open and transparent putting residents at the heart of everything we do

Actions 0 0 5 0
 Pls 1 0 2 0 3

st Outcome 10

The council works collaboratively across boundaries in strong and effective partnerships to achieve the best outcomes for our residents

Actions 0 0 3 0
 Pls 1 0 0 0 8

st Outcome 11

People say we continuously seek innovation and strive for excellent to embed a culture of sustainable improvement

Actions 0 0 6 0
 Pls 1 2 0 0 1



Outcome 1 People access a range of education, training and employment opportunities

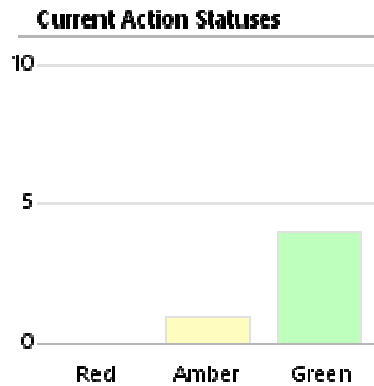
We want a thriving local economy and for our residents to be enabled to benefit from the unprecedented business growth in the borough. We will support local entrepreneurs and establish a Commission to examine what actions can be taken to support and enhance the local economy throughout the Brexit process and beyond. We will work with our partners to remove barriers to employment, providing excellent education, training and job brokerage, supporting 5,000 residents into employment through the WorkPath service.

With the Tower Hamlets Education Partnership we will continue to further improve educational attainment and outcomes, and to strengthen soft skills and the post 16 offer for those entering sixth forms, colleges or apprenticeships.

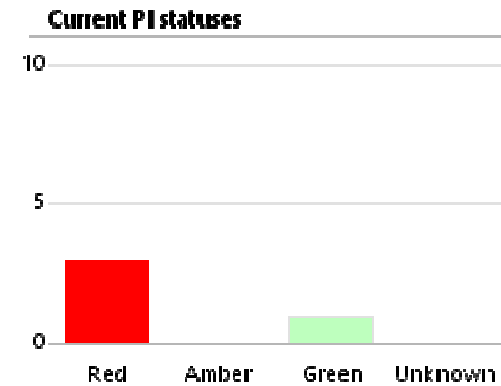
We will work with businesses to generate work placements, supporting them to create 1,000 apprenticeship opportunities, opening pathways into sustainable employment at or above the London Living wage. We will ensure that local childcare provision is better matched to the needs of families by supporting actions to provide additional services, with the aim of ensuring that sufficient childcare and early education spaces are provided where they are needed.

Status summary for this strategic outcome

Strategic action status chart



Strategic measure status chart





M1.3 Businesses supported

This measure is an annual count of the local businesses that have received support through enterprise and business support programmes commissioned by the council.

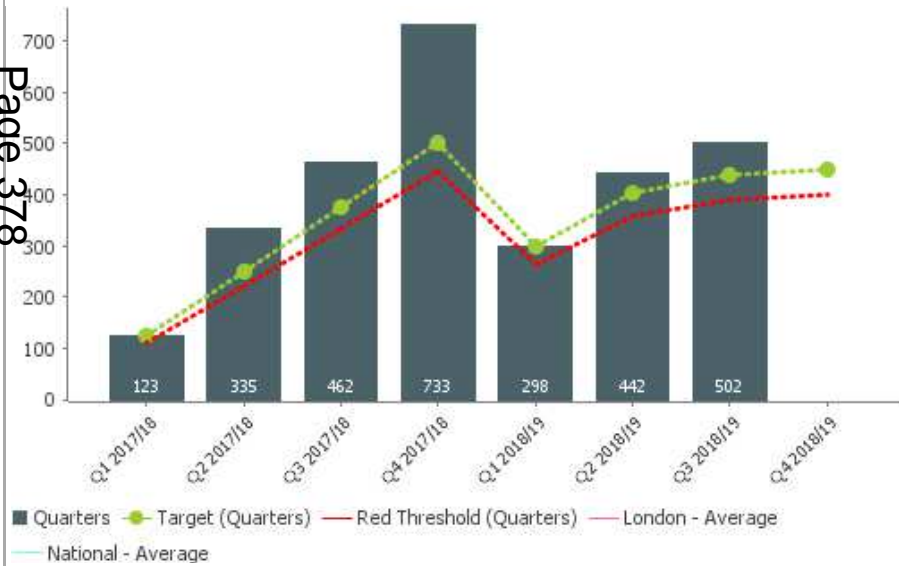
<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Work and Economic Growth	Q3 2018/19			↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Growth and Economic Development	Strategic	No	438	502	🟢 Green

Performance data trend chart

Latest note

This measure is on target.

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M1.1 School pupil attendance

This indicator measures the proportion of primary and secondary school pupils who attend school regularly. Regularly is defined as attending 90% of the time.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Children, Schools and Young People	November 2018				
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Education and Partnership	Strategic	No	91.3%	91.1%	Red

Performance data trend chart

Latest note



These figures are provisional out turns from a voluntary local collection of attendance data conducted to obtain more timely information than the formal out turns taken from the school census. The full year figure for 2017/18 consisted of returns from 71 of 102 schools.

The provisional out turn for pupils not classed as persistently absent is 0.2 percentage points below the target (based on the final out turn for 2016/17) of 91.3%. The 2016/17 out turn meant that Tower Hamlets was one of the top three performing London LAs on this measure.



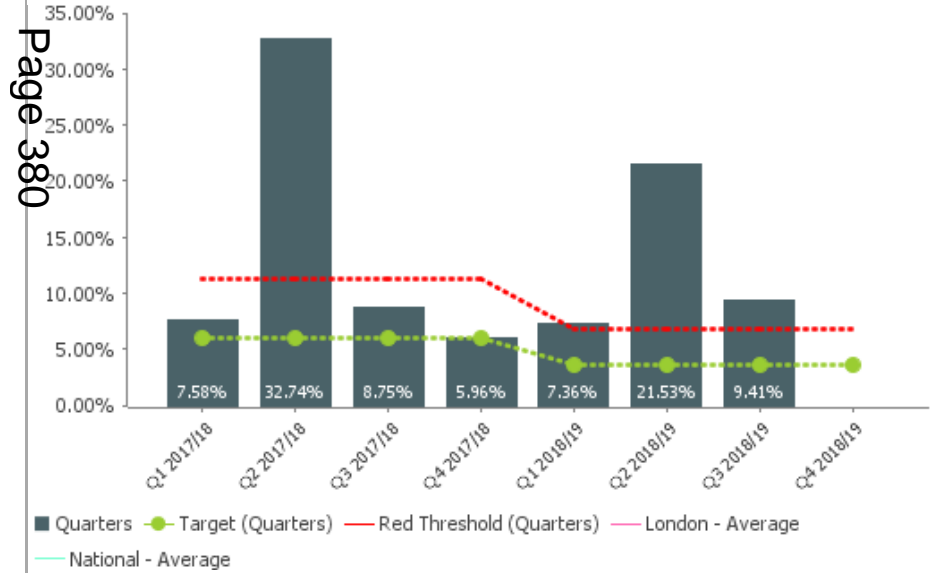
M1.2 Young people who are NEET

This indicator measures the proportion of 16 to 19 year olds who are Not in Education, Employment or Training (NEET) at certain points in the year. The annual outturn for this measure is calculated as an average of December, January and February figures in accordance with national guidance.

Lead member	Last update			Short term trend arrow	Long term trend (DOT)
Cabinet Member for Work and Economic Growth	Q3 2018/19			↓	↓
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Growth and Economic Development	Strategic	No	3.60%	9.41%	Red

Performance data trend chart

Latest note



There is a known historic spike in clients who are NEET following school leavers not returning in September (Q2). This forms a baseline for client contact work. Fewer young people were NEET through the September Guarantee project than last year however, less information on those who were NEET was available. The most recent January 2019 figure is 8.7% and already shows a reduction from Q3 and is expected to reduce further by the end of the period. Actions to address include:

- Continue to embed the Careers' Service into the Economic Development Division.
- 3,500 contacts have already taken place including 1:1 interviews with identified NEET young people. An action plan of intensive tracking work has been introduced to contact all outstanding unknown destination clients.
- Engagement of new partner organisations to ensure a range of available and appropriate training and development for NEET young people.
- A data sharing agreement has been signed with DfE to enable access to destination data for 2018 school leavers. This will further reduce unknown/NEET figures.
- Outcome figures are a combination of schools performance and action to address resulting NEET volume.

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M1.4 Residents supported into sustainable work

This measure is a count of the number of residents supported into sustainable work through support from the WorkPath partnership, consisting of the council's WorkPath service and a range of internal and external partners. Sustainable work is defined as a minimum of 16 hours per week for four weeks.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Work and Economic Growth	Q3 2018/19			↓	↓
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Growth and Economic Development	Strategic	No	675	603	Red



Performance data trend chart Latest note



So far this year 603 Tower Hamlets residents have been supported into sustainable work by the Council's WorkPath partnership, broken down as follows:

- 386 residents gained job outcomes as a result of interventions by the WorkPath service
- 68 residents gained employment through Main Stream Grant recipients
- 62 young people gained apprenticeships and/or employment through the help of Young WorkPath
- 45 job starts for residents from iTRES (the Council's internal temporary agency) outside those recorded with WorkPath
- 34 residents gained employment through the ESF/DWP funded Work and Health Programme
- 8 residents gained employment through the Somali Graduate programme outside of those recorded with WorkPath

Strategic plan delivery

RAG	Activity	Latest note
	<p>Activity 1.1 We will deliver a range of ESOL, basic skills, apprenticeship & employment initiatives across the borough to help residents into work, including those from disadvantaged groups, and to our most vulnerable groups for whom we have a statutory responsibility</p>	<p>1,303 residents have engaged with the WorkPath service since the beginning of the financial year. This includes 386 residents who gained job outcomes as a result of interventions by WorkPath (and a further 68 residents who were supported into a job by one of our partners).</p> <p>We aim to support young people to access the labour market by maximising the creation and take up of apprenticeship opportunities. Statistics for December 2018 show that there have been 137 apprenticeship starts by the council and external partner organisations for young people living in Tower Hamlets. An Apprenticeship Generation Manager is due to start in the new-year. They will be responsible for delivering the Mayor’s annual apprenticeship commitment of 360 opportunities created in his Mayoralty.</p> <p>One of the ways we are supporting residents to be job ready is by introducing the Basic Key Skills Builder (BKSB) test. This test assesses skill levels for English, Maths, and Information & Communication Technology (ICT). Undertaking the functional skills assessment, and identifying existing skills and aspirations allows for relevant course placement and sector targeting. Since November 2018, 126 clients completed the assessment for literacy and numeracy and a further 280 residents are booked in. 91% of residents who completed these assessments are now engaged in further skills development activities which include apprenticeships, traineeships and working start courses.</p> <p>We are committed to delivering ESOL training as part of our joined-up offer to residents in Tower Hamlets, in partnership with the third sector. We have commissioned 11 ESOL classes and conversation clubs from the Bromley by Bow Centre and ELATT. Eleven new community ESOL venues have been opened. Over 100 migrants have taken part in classes since the start of the new term in September 2018.</p>
	<p>Activity 1.2 We will develop and deliver the Growth Strategy, including a</p>	<p>We started consulting on our plans for growth and economic development in Tower Hamlets at the end of December. Comments received will feed into a Growth and Economic Development Plan</p>

RAG	Activity	Latest note
	programme of support for local businesses	<p>which will be taken to Cabinet at the end of March.</p> <p>We deliver a range of enterprise support projects to businesses so that we can support a thriving local economy. This quarter we have awarded grants to 55 new businesses under Start-Up Ready; supported the completion of 45 marketing plans made under Retail Marketing Ready; and £338,000 achieved in increased sales by local businesses. This year is the last year in the delivery of a number of enterprise support projects. However we are bidding to the European Regional Development Fund for resources to continue our programme of support to growing and established enterprises in the borough.</p> <p>We are working in partnership to support “TH Retail Place”, a retailer database to support the marketing activities of independent retailers across the borough. This resource will allow these smaller businesses to reach more customers. In this quarter so far, four competitions have been organised for local retailers through the online platform , and nine retail events promoted. Two enterprises have been supported into suitable workspace premises in the borough.</p> <p>Specialist business advice is delivered by external contractors in the enterprise support projects, and results reported on a quarterly basis.</p>
	Activity 1.3 We will implement a programme of improvement initiatives to High Streets and Town Centres, including the roll out of Wi-Fi	<p>Our new High Streets and Town Centres Strategy was adopted by Cabinet in October 2018. The Strategy sets out our approach to improving the competitiveness of key local high streets and town centres in the borough and how we aim to create vibrant, dynamic and sustainable places. We have set up a working group to take improvement actions forward.</p> <p>We are developing plans to improve our markets including Middlesex Street, Petticoat Lane, Brick Lane and Bethnal Green Market. One such improvement is that we are changing the solid metal security grills on council-owned shops in Roman Road West town centre into open grill shutters, making markets a more welcoming place and reducing areas for graffiti.</p> <p>Following legal advice we will be exploring alternative routes to deliver town centre Wi-Fi and improved digital access for residents. We have suspended the current tender activities to find a Wi-Fi delivery partner.</p>

RAG	Activity	Latest note
▶	Activity 1.4 We will work with partners to improve educational attainment and progress for our children and young people	<p>Results for the 2017/18 academic year show that our young people are continuing to do well, however we have a number of activities underway designed to drive further improvement. Part of this work is focused on providing the best support for children and young people with Special Educational Needs and Disabilities. A permanent expansion of Phoenix School has been approved by Cabinet and work is under way to provide early years provision for deaf children at Children's House Nursery School. Alongside this we are also conducting a review of the Support for Learning Service.</p> <p>We are also looking to support our high achieving pupils to do even better. Leadership consultants have visited over 90% of primary schools supporting them to identify higher attaining pupils for targeted intervention. Training has also been organised to help schools prepare for the introduction of times table tests at Key Stage 2 next year.</p>
✔	Activity 1.5 We will ensure that there are sufficient childcare and early education spaces provided in Tower Hamlets	<p>We are currently working on our 2018 Childcare Sufficiency Assessment (covering birth to five years old) which will help us understand the distribution of childcare and early education spaces across the borough. This will be finalised in May 2019. Our findings have been used to secure £0.965m capital funding for 2018/19 to develop more childcare places. We have used this money to support the delivery of our 'Early Learning for Two Year Olds' programme. We invited partners, practitioners and parents to attend the Mayor's Early Years' Summit on 30 November 2018. The summit will be used to help us develop our services for early education, care, training and employment.</p>

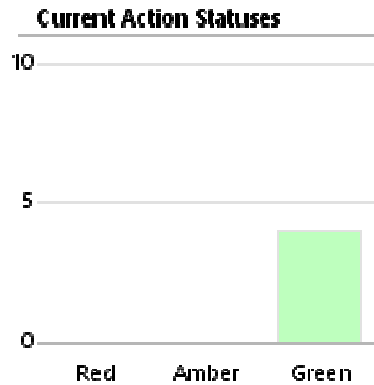


Outcome 2 Children and young people are protected so they can realise their potential

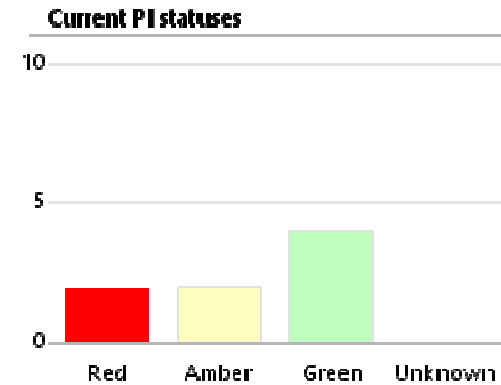
We want children and young people to be able to live in a safe environment, ensuring the best health and developmental outcomes. We are on a journey of improvement in our Children’s Social Care Services and despite making significant progress we are not complacent about the challenge ahead. We will continue to prioritise early intervention and prevention through our work on early help, ensuring effective safeguarding and tackling inequality. We will support the recruitment and development of highly skilled workers to support our children, young people and their families. Thousands of our young residents (aged 12-19) will continue to have free access to activities, including sport, games, arts, music, at state of the art facilities including our youth hubs.

Status summary for this strategic outcome

Strategic action status chart



Strategic measure status chart





M2.2 Time to adoption

This measure looks at the average number of days it takes from a child being taken into care to moving in with an adoptive family.

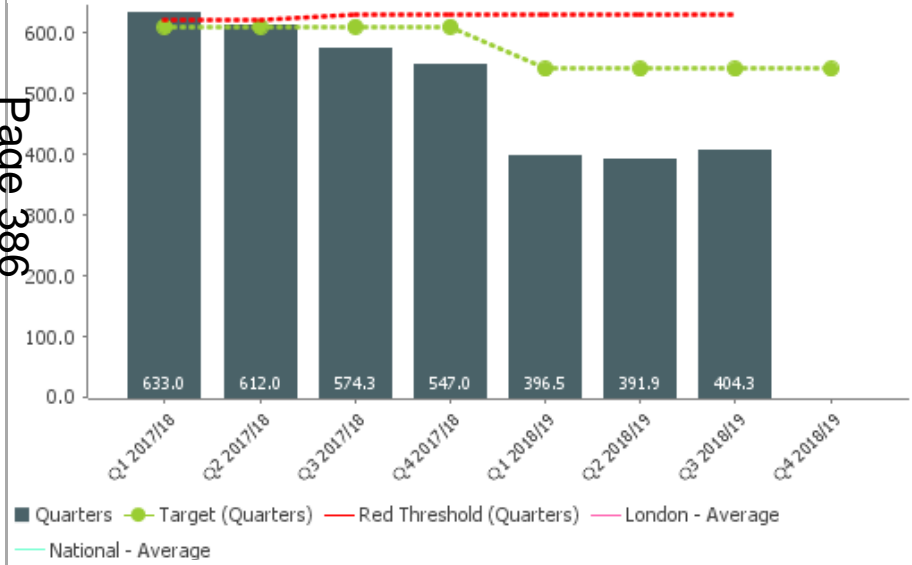
<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Children, Schools and Young People	Q3 2018/19			↓	↑
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Children's Social Care	Strategic	No	540.0	404.3	🟢 Green

Performance data trend chart

Latest note

Page 386

This measure is on target.



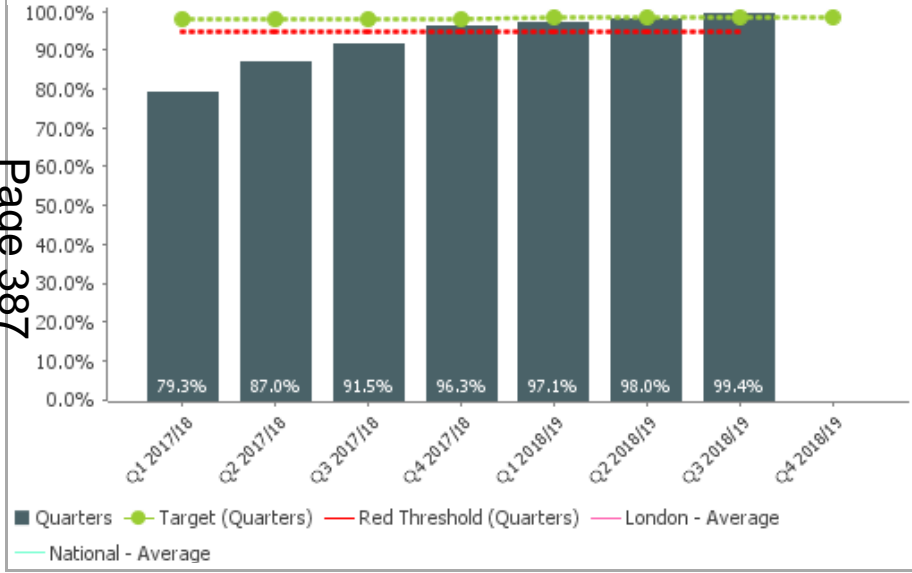


M2.4 Timeliness of child protection reviews

The government has set statutory timescales within which councils have to complete child protection reviews. This measure looks at the percentage of reviews which have been completed within the required timescales.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Children, Schools and Young People	Q3 2018/19			↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Children's Social Care	Strategic	No	98.5%	99.4%	Green

<i>Performance data trend chart</i>	<i>Latest note</i>
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This measure is on target.



M2.6 Children's Centre attendance

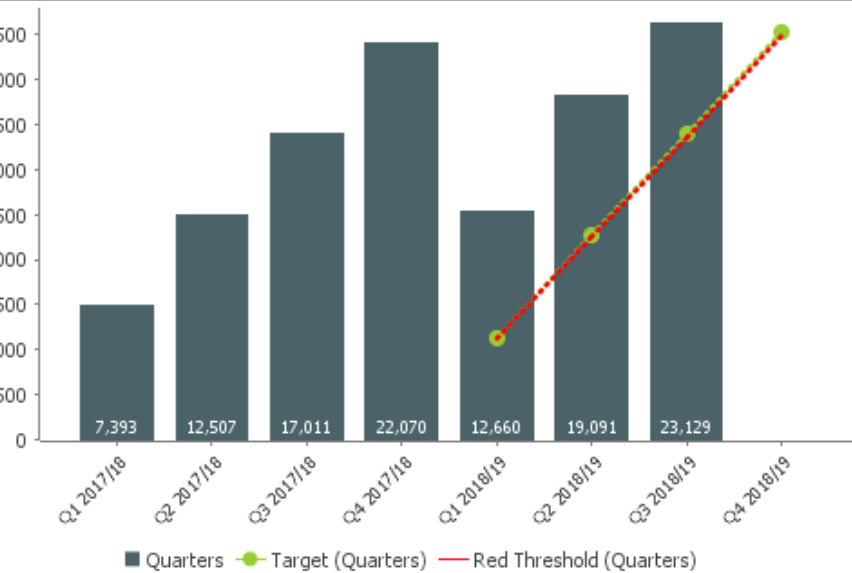
This measure is an annual cumulative count of the individual children and adults reached by the council's children's centres. It is not a count of visits but of individual users.

Lead member	Last update			Short term trend arrow	Long term trend (DOT)
Cabinet Member for Children, Schools and Young People	Q3 2018/19			↑	↑
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Education and Partnership	Strategic	No	17,003	23,129	Green

Performance data trend chart

Latest note

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This measure is on target and has already exceeded the end of year target at the end of Q3.

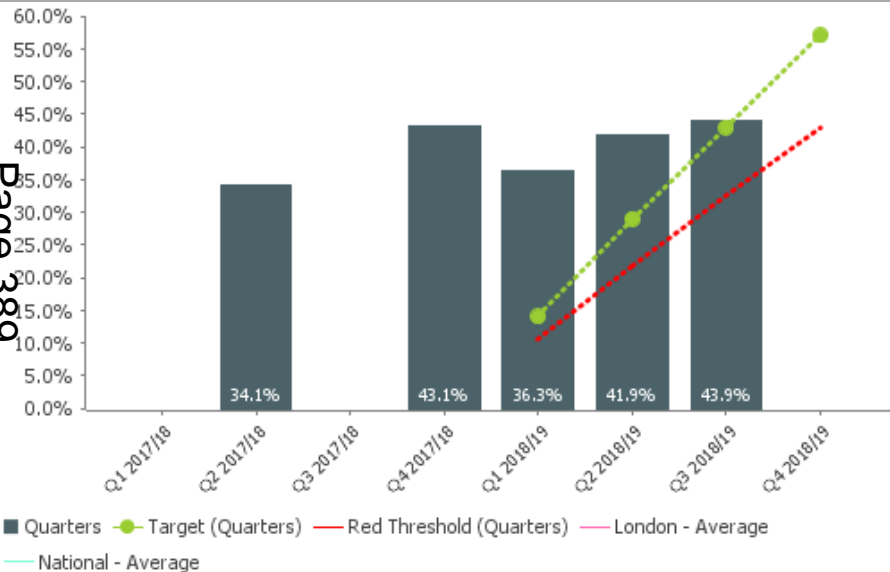


M2.8 Youth centre regular attendance

This measure is the percentage of all youth centre users who attend regularly. Regularly is defined as meaning five attendances or more. The measure looks at attendance from the beginning of the financial year to date.

Lead member	Last update			Short term trend arrow	Long term trend (DOT)
Cabinet Member for Children, Schools and Young People	Q3 2018/19			?	?
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Youth and Commissioning	Strategic	No	43.0%	43.9%	Green

Performance data trend chart Latest note



This measure is on target.

M2.1 Timeliness of children's social care single assessments

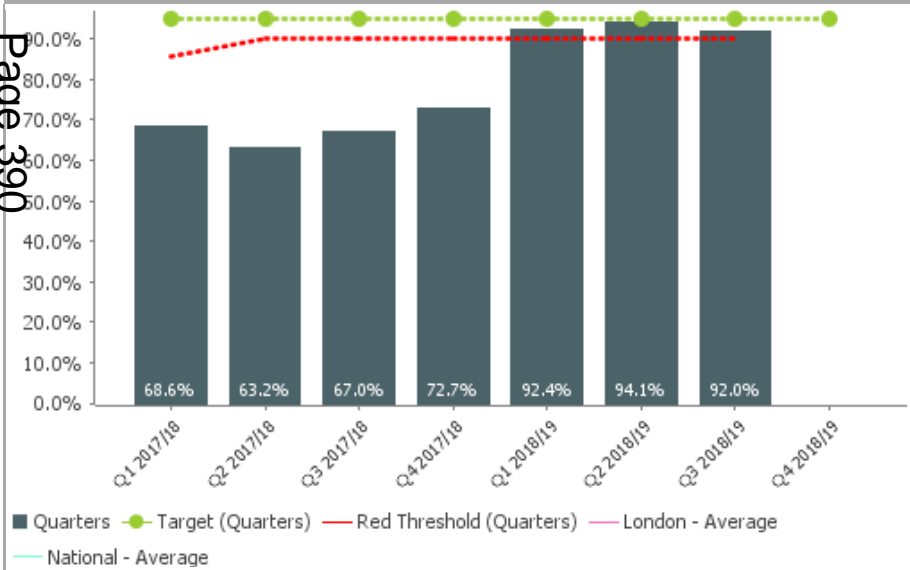
Children's social care single assessments are expected to be completed within 45 days. This measure looks at the percentage of assessments completed within the expected timescales.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Children, Schools and Young People	Q3 2018/19			↓	↑
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Children's Social Care	Strategic	No	95.0%	92.0%	🟡 Amber

Performance data trend chart

Latest note

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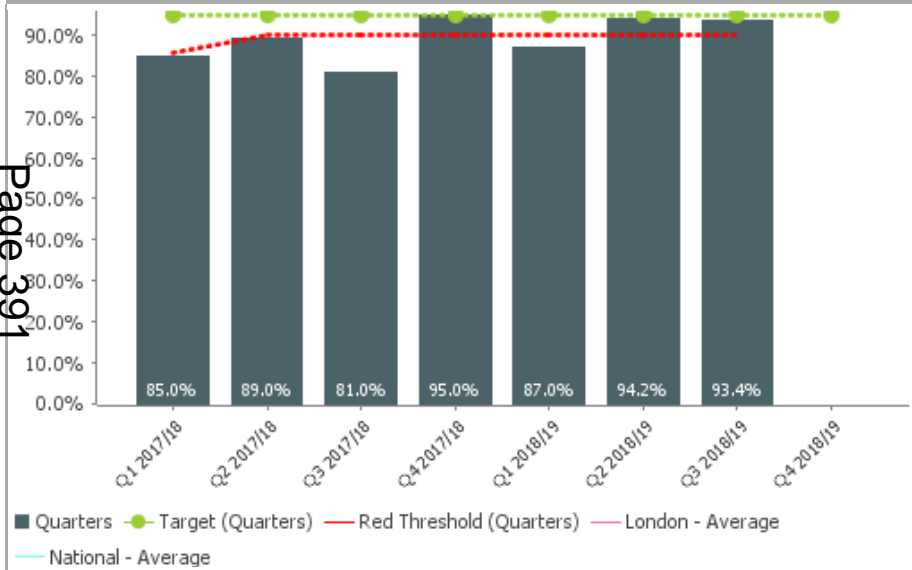
For all cases that are accepted for an on-going service, the Local Authority must undertake an assessment of needs within 45 days. Performance for the timely completion of these assessments continues to be strong and is now consistently above 90%. The overall target of 95% has been met on a monthly basis on a number of occasions, and we will continue to ensure that the consistency of performance can ensure that we continue to progress towards the overall target.

▲ M2.3 Frequency of child protection visits

All children with a child protection plan are expected to be seen by a social worker at least once every four weeks. This measure looks at the percentage of children with a child protection plan who have been visited in the last four weeks.

Lead member	Last update			Short term trend arrow	Long term trend (DOT)
Cabinet Member for Children, Schools and Young People	Q3 2018/19			↓	↑
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Children's Social Care	Strategic	No	95.0%	93.4%	▲ Amber

Performance data trend chart



Latest note

Children with child protection plans receive regular visits from their social workers. 93.4% of children received such visits within the previous four weeks at the end of Q3. Performance surgeries with managers continue to highlight the gaps in the visits actually taking place, as well as delayed recording on the case management system. The sustained focus on this area has meant that the latest figures for January are above target.

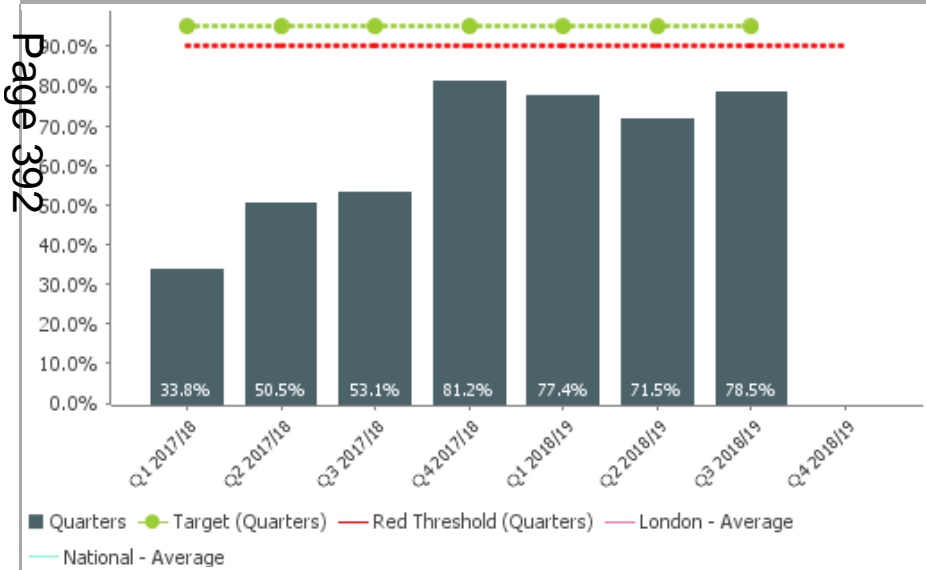
M2.5 Frequency of Children in Need visits

All children in need (CiN) are expected to be seen by a social worker at least once every four weeks. This measure looks at the percentage of children in need who have been visited in the last four weeks.

Lead member	Last update			Short term trend arrow	Long term trend (DOT)
Cabinet Member for Children, Schools and Young People	Q3 2018/19			↑	↑
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Children's Social Care	Strategic	No	95.0%	78.5%	Red

Performance data trend chart

Latest note



Overall there has been progress throughout Q3 in relation to the recording of CIN visits and planning, in response to strong management challenge. This area will continue to be one area where there will be considerable focus and monitoring throughout Q4. Latest figures for January show a marked improvement in performance compared to the reported figure shown for the end of Q3.

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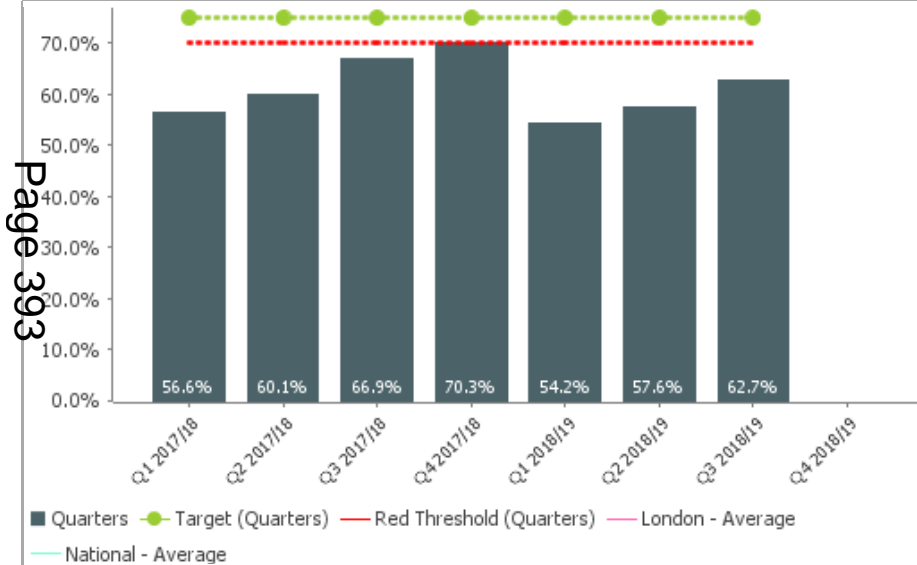
M2.7 Care leavers in employment, education or training

This indicator measures the proportion of 17 to 21 year old care leavers who are in Education, Employment or Training (EET). The measure is based on tracking the progression of care leavers in the age group.

Lead member	Last update			Short term trend arrow	Long term trend (DOT)
Cabinet Member for Children, Schools and Young People	Q3 2018/19			↓	↓
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Children's Social Care	Strategic	No	75.0%	62.7%	Red

Performance data trend chart

Latest note



Throughout Q3 we have made progress towards this target. The overall performance across the year has improved to 62.7% against the lower target figure of 65%. We have continued to work on improving this figure to bring us in line with the majority of other Local Authorities who record a performance of 69% for EET, with the latest figures for January showing that we have now achieved this. The plans to launch the new 'Through Care' service in April 2019 will be an important part of our overall response to improving outcomes for our Care Leavers.

Strategic plan delivery

RAG	Activity	Latest note
▶	Activity 2.1 We will redesign services to ensure children and young people are safeguarded effectively and can access the right service at the right time to stop their needs escalating	<p>Key elements of our work to further improve the safeguarding of our children and young people were delivered earlier in the year including the launch of the Early Help Hub in October and the development of the new youth offer. However, we are continuing our work to address other identified issues.</p> <p>We have also redesigned our commissioning and reporting tools to better capture the outcomes that our services deliver, there have already been clear successes with this revised approach with insights being generated that will inform future commissioning activity.</p> <p>A range of services are working together to plan and deliver safety initiatives for school streets for 50 primary schools, with actions being tailored to the individual issues identified for schools.</p>
▶	Activity 2.2 Improve our engagement with children and young people so they feel empowered and included in decision making	<p>An annual engagement event for children and young people has been planned for March 2019. Children and young people are consulted as part of the process for the majority of our commissioned services. Building on this we are continuing to work with the Children in Care Council to develop a Young Commissioners Team that will represent the voice of local young people in decision making. We expect around £690,000 will be spent on personal budgets for children with disabilities this financial year, allowing parents to support their children in bespoke ways. Children's social care and health partners are working together to look at co-commissioning personal budgets providing a single point of entry and support for families.</p>
✔	Activity 2.3 Work with partners to formulate a robust and proactive response to all forms of exploitation of children in Tower Hamlets	<p>The Multi-Agency Exploitation Team continues to work closely with the Community Safety and Youth Justice teams and is building stronger links with Adult Social Care. It continues to demonstrate its value in keeping young people safe and in improving the quality of information to guide threshold decision making. Further specialist teams from the Metropolitan Police, including the Integrated Gangs Unit, have recently joined the structure of the team and this has strengthened the level of integrated working and information sharing. Future work will need to focus on trauma based interventions and early help solutions.</p>
▶	Activity 2.4 Develop a social work academy, incorporating our new model of	<p>The Social Work Academy formal launch event took place on 5th December 2018 with attendees from children's social care, partner universities and other agencies, following on from the</p>

RAG	Activity	Latest note
	social work, to ensure we have a strong, sufficient and effective workforce	<p>commencement of the academy in October. Further work is planned for this financial year to develop a Learning Needs Analysis and to roll out Restorative Practice Training in our Early Help service.</p> <p>The Children's Services Workforce Strategy Group has developed a broad range of initiatives that are designed to tackle the challenges of reducing overall turn-over of staff and reduce reliance on agency staff. Our focused recruitment campaign has led to 23 permanent members of staff being successfully recruited in the last quarter.</p>



Outcome 3 People access joined up services when they need them and feel healthier and more independent

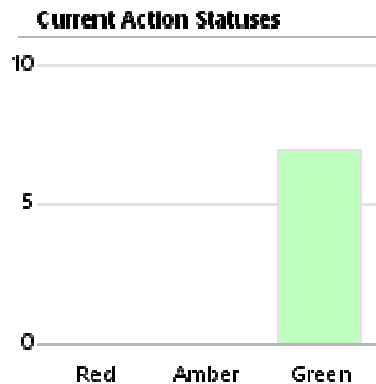
Good health is important for wellbeing but we know that our population experiences some of the lowest healthy life expectancy in the country. Childhood obesity levels in Tower Hamlets are significantly higher than national levels, and there is evidence of widespread nutritional deficiencies. Obesity in adulthood is also prevalent as are conditions such as cancer, circulatory and respiratory disease.

Risky behaviours such as illegal drug use also impact on health and longevity. There are relatively high numbers of residents with a learning disability or with a serious mental health condition. The older population of the borough is relatively small but growing, and we expect demand for social care to increase in future. We want to address the wider determinants of physical and mental health to prevent health issues from occurring. When they do occur, we want to intervene at an early stage and empower people to be as independent as possible. To this end we will promote healthy lifestyles and work to ensure that when people do require care and support, it is readily accessible, of the highest possible standard and personalised to meet individual need. We will work closely with partners in the local NHS through the Tower Hamlets Together (THT) partnership to integrate adult social care, children’s social care and health services to offer more holistic and effective care to residents and to give people greater control over their daily lives and the services they access.

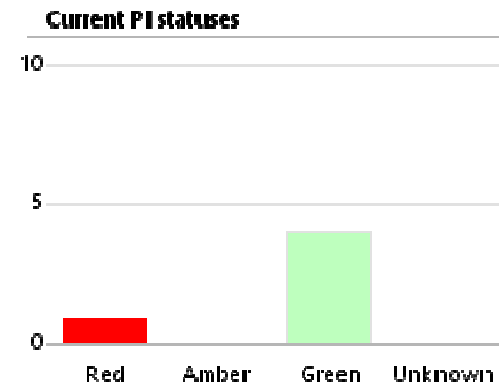
Supporting and cultural activities are also a key to health and wellbeing across all ages and communities and the council will aim to deliver and facilitate programmes and events in good quality, accessible facilities.

Status summary for this strategic outcome

Strategic action status chart



Strategic measure status chart



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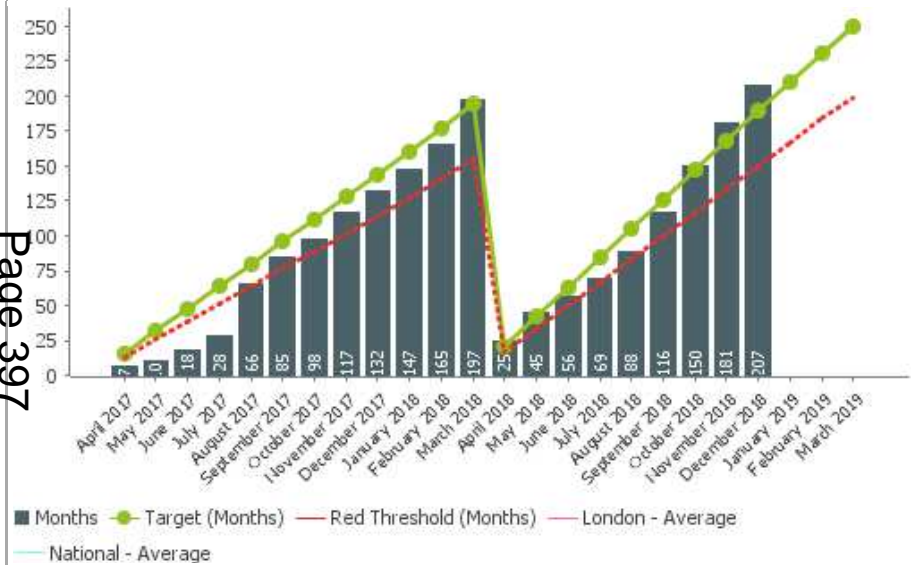


M3.2 Carer Assessments completed in current year to date

This measure is a count of carer assessments completed in the year to date.

Lead member	Last update			Short term trend arrow	Long term trend (DOT)
Cabinet Member for Adults, Health and Wellbeing	December 2018			↑	↑
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Adults Social Care	Strategic	No	189	207	Green

Performance data trend chart	Latest note
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This measure is on target.

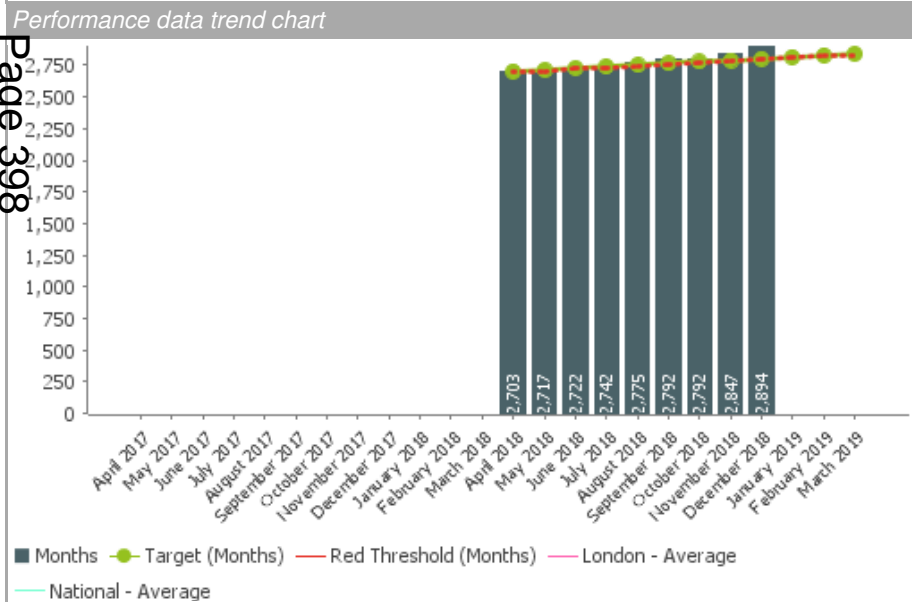
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M3.3 Residents supported by assistive technology

This measure is a count of the number of residents currently supported through assistive technology. The measure is a snapshot, which means the figure is the number of residents supported at a specific point in time. Assistive technology includes a range of physical and technological aids and adaptations that enable people to remain independently in their homes for longer.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Adults, Health and Wellbeing	December 2018			↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Adults Social Care	Strategic	No	2,803	2,894	Green



Latest note

This measure is on target and has already exceeded the end of year target at the end of Q3.

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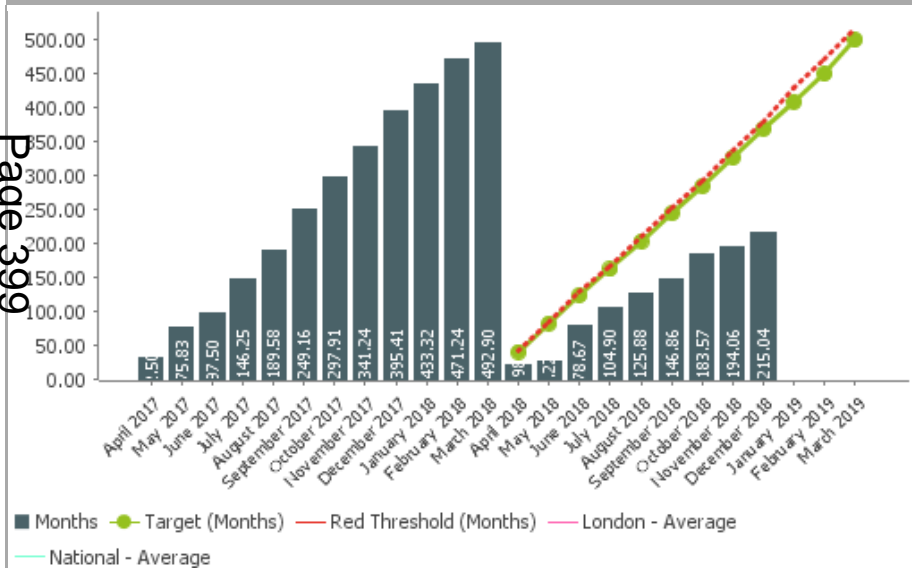


M3.4 Long-term support needs met by admission to residential and nursing care homes, per 100,000 population for 65+ (ASCOF 2A Part 2)

This measure looks at the proportion of older people receiving long-term support by being admitted to residential or nursing care. The measure is a national indicator which is calculated as a ratio per 100,000 residents over the age of 65 and is based on all admissions for the year to date.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Adults, Health and Wellbeing	December 2018			↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Adults Social Care	Strategic	No	368.00	215.04	Green

Performance data trend chart *Latest note*



This measure is on target.

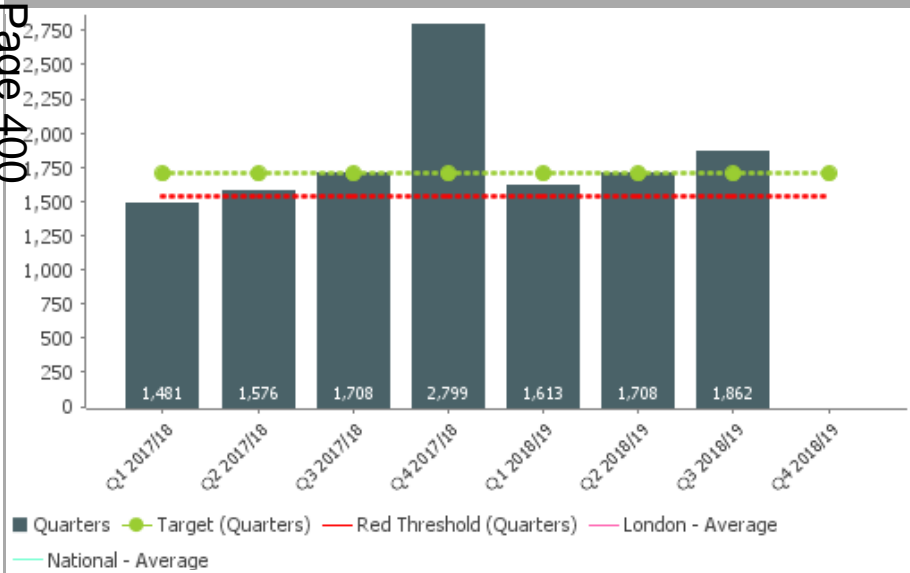
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✓ M3.5 Number of NHS Health Checks completed in quarter for patients aged 40-74

This measure is a count of the number of patients aged 40 - 74 who attended their NHS Health Check. Everyone in this age group is expected to have an NHS Health Check once every five years. Targets are calculated on the basis that 1/5 of the population in the age group would be due to attend in any given year.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Adults, Health and Wellbeing	Q3 2018/19			↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Director of Public Health	Strategic	No	1,703	1,862	✓ Green

Performance data trend chart



Latest note

This target has been exceeded. Generally there is a pattern that higher numbers of health checks are completed in quarters 3 and 4 each year. The Q3 2018/19 figure is higher than that achieved for the equivalent period in the previous year.

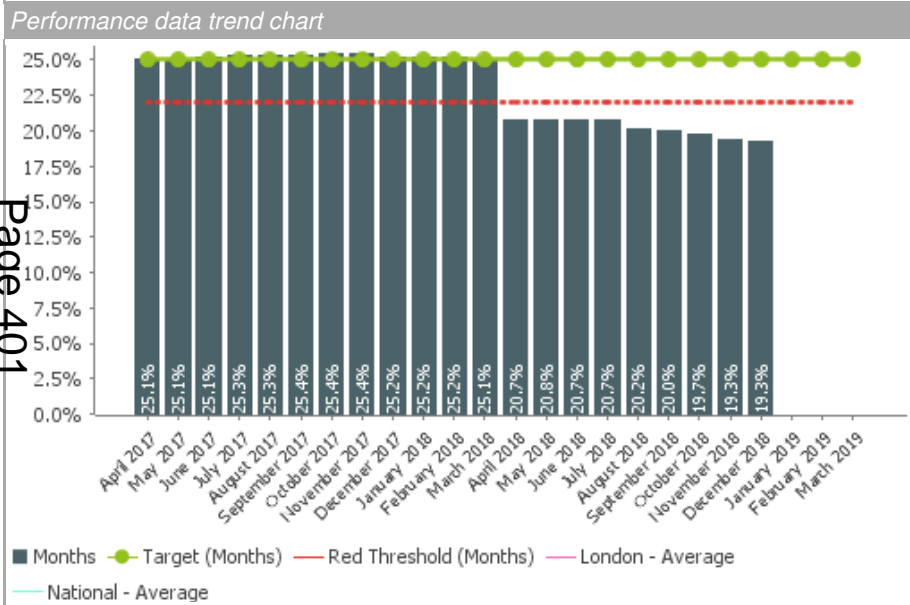
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M3.1 Direct Payments for adult social care users and carers

Direct payments enable service users to structure and buy their care themselves through a budget allocated to them. This measure is the current percentage of people who are receiving their community-based care in the form of a direct payment. (ASC:1C part 2a)

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Adults, Health and Wellbeing	December 2018			↓	↓
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Adults Social Care	Strategic	No	25.0%	19.3%	Red



Latest note

The number of service users and carers receiving direct payments has remained relatively constant throughout the year though this is significantly below target. There is a backlog of cases awaiting services being set up following referral from brokerage to our external provider who manages direct payments.

A prepayment card is being introduced in early 2019 to make it easier for carers to access direct payments and a new external support contract will commence early in the new financial year. A factsheet and webpage promoting direct payments has been published and training is being rolled out to staff to improve their understanding of direct payments and ensure they are confident in offering them as an option.

It is anticipated that the pre-payment card will make direct payments more accessible and thus increase uptake. Performance is expected to improve by Q1 2019/20.

Strategic plan delivery

RAG	Activity	Latest note
▶	Activity 3.1 We will empower adults social care users and carers by enabling them to exercise greater control over their care and support	As part of our pilot of new carer's assessments we have now introduced an option for carers to receive a one-off budget and an on-going budget to meet their needs. Both of these options can be taken as a direct payment giving carers the flexibility and choice to use these budgets to help them in their role as a carer. We are also planning to introduce pre-payment cards for direct payments in early 2019, making it even easier for carers to receive direct payments whilst keeping the flexibility and choice of traditional direct payments. A key information factsheet explaining how a direct payment works and how it can benefit carers is available on the Tower Hamlets website or as a paper copy.
▶	Activity 3.2 We will further develop the integration of health and social care services and pathways to ensure that people are cared for in the most appropriate setting	<p>We have now restructured our Adult Social Care non specialist services into four geographic areas, mirroring the structure of healthcare teams in the borough. This alignment will support the delivery of a more integrated social care and health service better able to respond to locals needs and use local facilities.</p> <p>In addition to this through the Tower Hamlet's Together Local Health & Wellbeing Committees we come together with health colleagues to develop our relationships with service providers to ensure that services offer high and consistent quality across the borough.</p>
▶	Activity 3.3 We will support carers to stay healthy and have a life outside caring, preventing unpaid care from breaking down	We have a new Carers Link Service providing carers with key information and contacts. The service is available across the borough with extended hours on Wednesday (until 8:30pm) and an outreach service on Saturday (11:00am - 3:00pm). Two additional resources are also now available to carers: Employers for Carers give employers guidance and toolkits for line managers to identify and support their staff that have a carer role, and Digital Resource for Carers provides all carers with information, advice, e-learning modules, and practical support. A full training programme via the recently launched Carers Academy will also be available from April 2019. This has been co-designed with carers themselves so that real issues and problems faced by carers can be addressed.
▶	Activity 3.4 We will prevent and tackle loneliness and social isolation	We are currently operating LinkAge Plus from locations across the borough giving residents over the age of 50 access to a variety of activities and a dedicated outreach service to help prevent social isolation and improve physical and mental well-being. We also provide lunch clubs for older

RAG	Activity	Latest note
		<p>residents across the borough as well as five day services, giving residents the opportunity to go and socialise with other residents in their local area. We are also working with local residents, community groups, and other stakeholders to produce a new look day service provision in 2019, with key elements such as increased outreach and access to financial and benefits advice at the top of the agenda for this. We have also delivered more than 190 Book Break sessions since April across our Idea Store network, following the National Reader Organisation model for therapeutic reading groups to improve mental well-being.</p>
▶	<p>Activity 3.5 We will drive innovation and promote independence by utilising technology to support vulnerable adults and carers</p>	<p>There are now around 2,800 residents who are benefiting from assistive technology within the borough, an increase of 4.4% since April 2018. We have increased the number of assistive technology devices immediately available to residents without the need for an assessment from five to twelve devices allowing for instant access to a wider choice of technology to help residents remain independent. A new device to assist residents with Parkinson's Disease to help prevent falling and give them confidence to move around has just been evaluated and approved to be added to the assistive technology devices that are now available. We have continued testing a personal alarm watch enabled with Global Positioning System (GPS) technology so people can raise an alert and be located when they are away from home.</p>
▶	<p>Activity 3.6 We will reduce levels of poor nutrition, overweight, obesity and dental carries in children and young people</p>	<p>We continue to support the Daily Mile which promotes and encourages primary school children to undertake at least 15 minutes of exercise per day, meaning that children are healthier and more active. 52% of primary schools within the borough are currently registered on The Daily Mile website and we are offering grants through the Healthy Pupil Capital Fund to install a Daily Mile track in schools to encourage even further participation. We hosted a pan-London workshop where representatives from boroughs across London, as well as Public Health England, attended to discuss a joint approach to the School Superzones Devolution pilot. Over the course of early 2019 we will be testing this approach with a school to make sure that it meets all of the needs of the people involved and can start to make a real difference to the local school community.</p>
▶	<p>Activity 3.7 We will improve our sport, cultural and recreational offer to residents</p>	<p>We coordinated a successful programme of summer activities, which ended in early September 2018, attracting over 19,000 attendances to more than 165 free activities. Our drive to tackle holiday hunger within the borough's most disadvantaged residents has resulted in the delivery of more than 2,000 meals to families, 71% of whom are in receipt of free school meals. Three of our local schools have now been selected to host the School Games. The schools are currently recruiting the school games organisers, who will come into post next quarter.</p>



Outcome 4 Inequality is reduced and people feel that they fairly share the benefits from growth

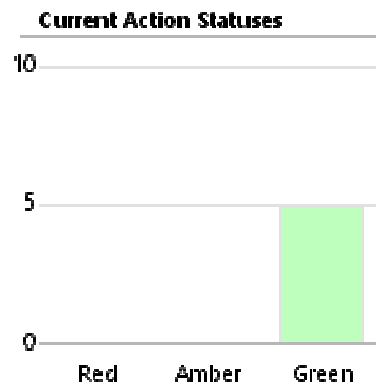
We want our residents to have opportunities and the support they need to be free from poverty and to enjoy the benefits of a prosperous borough. In Tower Hamlets the greatest inequalities are experienced by people in terms of their health, employment and housing. Poverty is often the underlying challenge and close to a third of children are living in families below the poverty line - the highest rate nationally and well above the London average. But people also experience systemic inequalities, needing support to improve their household income and to overcome barriers to having better health, career opportunities and decent housing.

The number of people claiming in work benefits has increased and Welfare Reform is estimated to affect over 40,000 (45 per cent) of all working age households in the borough.[1] Through our Tackling Poverty Fund we will continue to protect those residents struggling to make ends meet and provide more support for schemes to help residents out of poverty and into employment.

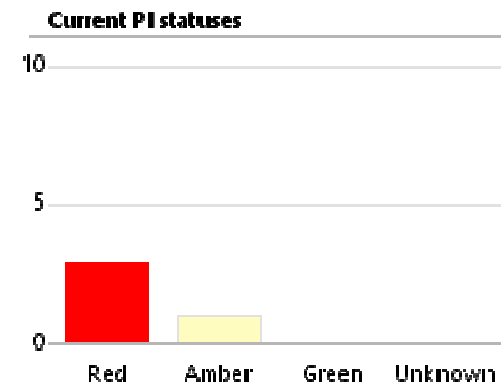
The benefit cap has made it very difficult for workless households to be able to find or maintain affordable accommodation within the borough. We will strive to improve access to affordable housing for residents through our actions to further increase the number of homes. Our adult learning and employment skills offer will include targeted provision for those furthest from the labour market, providing support towards decent employment for those in most need.

Status summary for this strategic outcome

Strategic action status chart



Strategic measure status chart

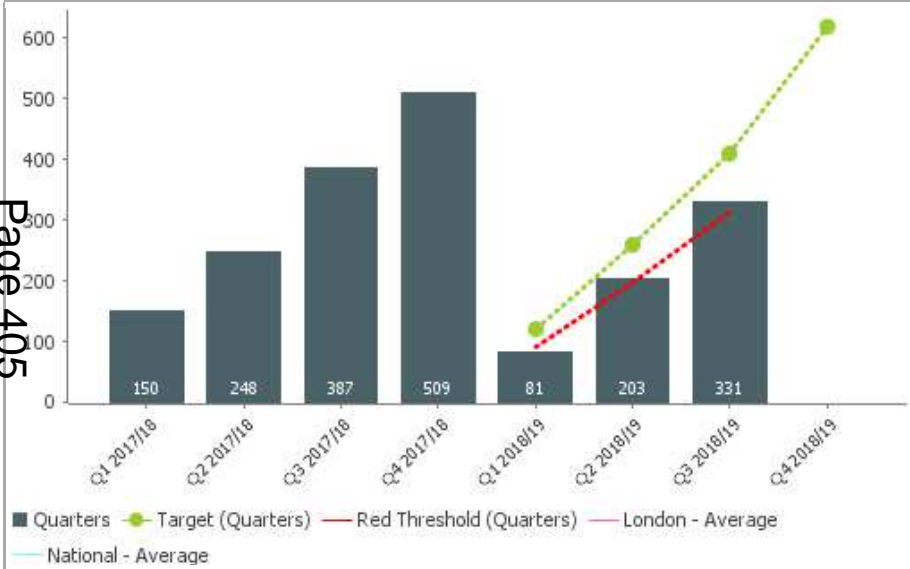


M4.2 Residents from BAME backgrounds supported into sustainable work

This measure is a count of the number of residents from Black, Asian and minority ethnic (BAME) backgrounds supported into sustainable work through support from the council's WorkPath service. Sustainable work is defined as a minimum of 16 hours per week for four weeks.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Work and Economic Growth	Q3 2018/19			↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Growth and Economic Development	Strategic	No	410	331	Amber

Performance data trend chart *Latest note*



The WorkPath service and wider WorkPath partnership continue to support residents into employment.

- 331 black and ethnic minority (BAME) residents were supported by the WorkPath partnership provision into sustainable job starts so far this year.
- So far this year, 1,119 BAME residents engaged with the service for the first time. A Somali Community Development Officer has been recruited in conjunction with Adult Learning to support with engagement and promote ESOL and other opportunities delivered by Idea Store learning and WorkPath.
- A further 54 BAME residents gained a job through the service, however these jobs do not meet our definition of sustainable.



M4.1 Women supported into sustainable work

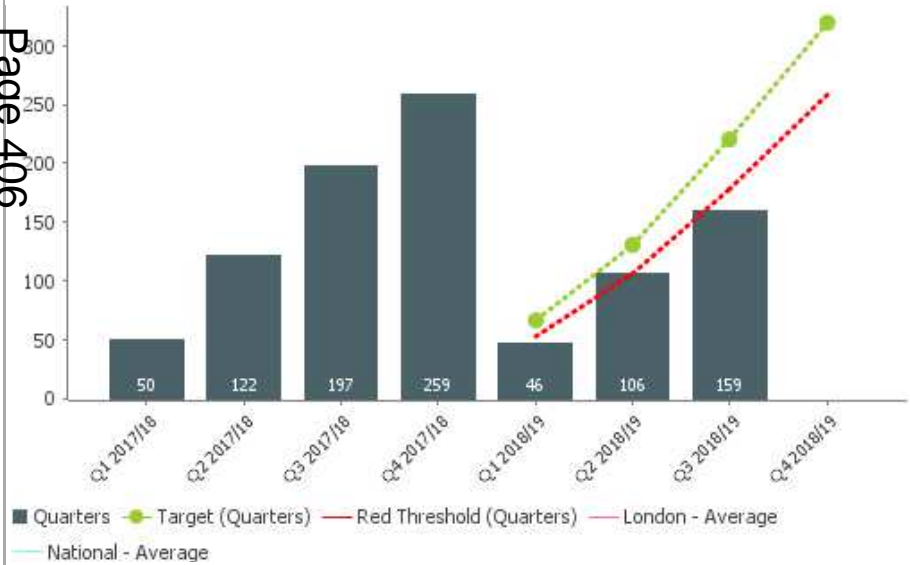
This measure is a count of the number of female residents supported into sustainable work through support from the council's WorkPath service. Sustainable work is defined as a minimum of 16 hours per week for four weeks.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Work and Economic Growth	Q3 2018/19			↓	↓
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Growth and Economic Development	Strategic	No	220	159	Red

Performance data trend chart

Latest note

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The WorkPath service (and wider WorkPath partnership) continue to support residents into employment.

- 159 female residents were supported by the WorkPath provision into sustainable job starts so far this year; 135 of those were BAME females.
- So far this year, 630 female residents engaged with the service for the first time.
- A further 51 female residents gained a job through the service, however these jobs do not meet our definition of sustainable.

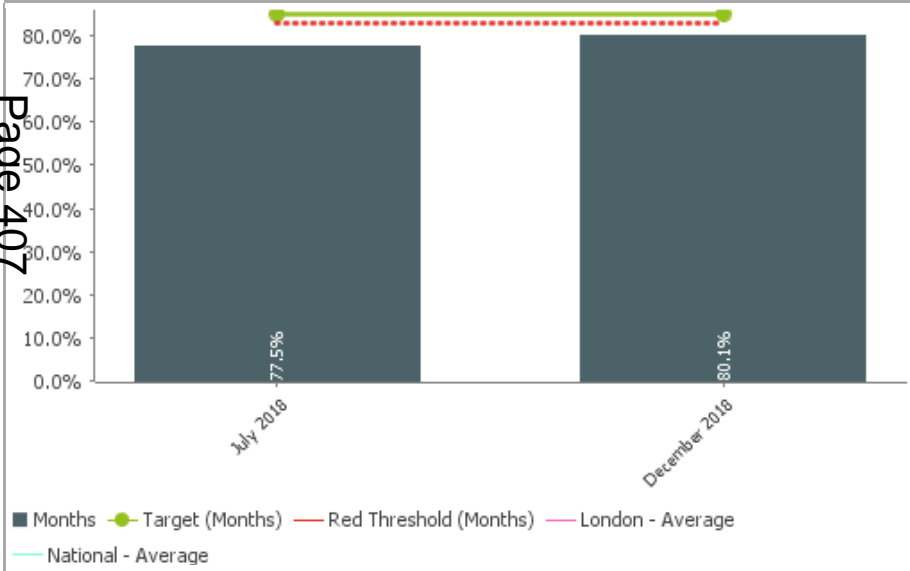


M4.3 Adult learning reach

The council's Idea Store Learning service offers a range of courses aimed at raising skills and aspirations. The measure looks at the percentage of learners who are from the 30% most deprived postcode areas as identified through the national Index of Multiple Deprivation (IMD). The measure is calculated per term as the academic year does not line up with the council's corporate reporting year. There are only three points during the year when this measure is calculated - once at the end of each term. Learners attending multiple courses or learning activities are only counted once in each term.

Lead member	Last update			Short term trend arrow	Long term trend (DOT)
Cabinet Member for Culture, Arts and Brexit	December 2018				
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Customer Services	Strategic	No	85.0%	80.1%	Red

Performance data trend chart Latest note



There has been some improvement in performance since the summer term where the percentage of Idea Store Learning adult learners who come from the bottom 30% of most deprived postcode areas was at 77%.

This is a new indicator introduced in 2018/19 and the target has been set based on limited historic data. Idea Store Learning has some historical data to demonstrate that its impact in 2015/2016 was on a higher proportion of economic disadvantaged residents, which is 74% of learners who came from the bottom three deciles of the English Indices of Multiple Deprivation. This compares favourably with the London Average of 35%. Work will continue throughout the year to target learners. Once we have a full year of data we will adjust our target for future years.

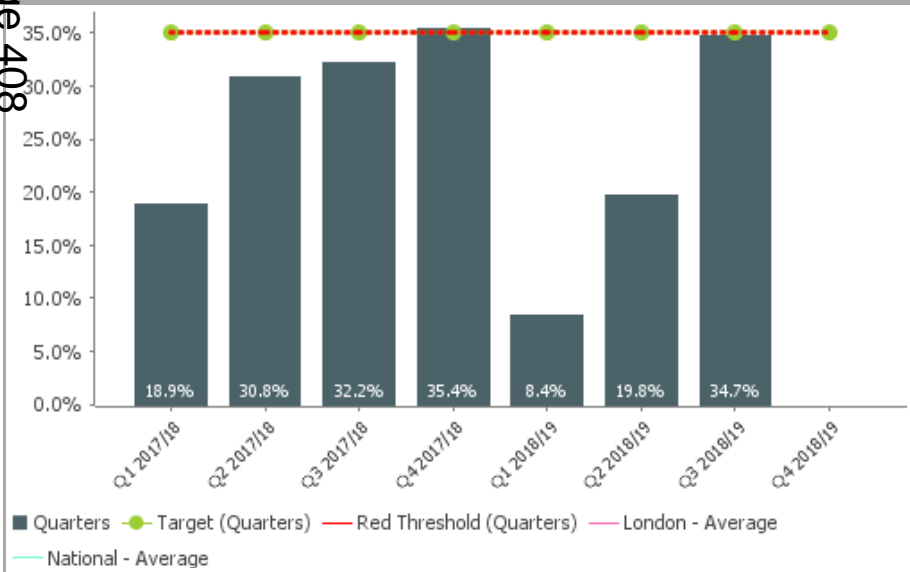
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M4.4 Proportion of affordable housing secured through the planning process

The council has a policy that 35% of all habitable rooms in new developments of ten units or more are expected to be classed as affordable (below market rent or intermediate housing such as shared ownership). This measure is the percentage of habitable rooms classed as affordable based on planning permissions granted. The measure is cumulative and includes all relevant planning permissions granted in the year to date. This specific measure is not looking at affordable homes actually built but instead considers how effective the council is at requiring developers to meet their affordable housing obligations.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Deputy Mayor and Cabinet Member for Regeneration and Air Quality	Q3 2018/19			↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Planning and Building Control	Strategic	No	35.0%	34.7%	Red

Performance data trend chart



Latest note

Over the last quarter there have been a number of planning permissions granted for large residential led developments which have secured policy compliant affordable housing offers. This is good news and represents a significant upturn from earlier in the year, demonstrating the council's robust approach to assessing planning applications. In addition, a 100% affordable housing scheme at Shetland Road was permitted as part of the Council's home building programme. The latest position falls just short of the target of 35% and represents a significant improvement on the position at the end of September 2018. We have also updated data for September 2018, during which an additional permission was granted. This has improved the Quarter 2 as well as the Quarter 3 outturn.

Strategic plan delivery

RAG	Activity	Latest note
▶	Activity 4.1 We will launch our in-house advice and support service for households moving to Universal Credit to help them manage the transition more effectively	<p>We have recently set up an in-house advice and support service to assist residents affected by the move to Universal Credit. This new service will work in partnership with our benefits team to support residents moving to Universal Credit to help ensure they have everything in place for their claim. Where we can, we will work with self-employed residents who may earn less than the minimum wage, to build their business.</p> <p>To help us further understand the impact that Universal Credit has on our residents we have commissioned research which included surveying residents who can share their experiences. We will use this information to improve how we support residents.</p>
▶	Activity 4.2 We will run an awareness and engagement campaign for Universal Credit prior to its introduction in relevant postcodes and liaise directly with DWP on complex cases	We are finalising publicity campaigns and events to support residents in the borough who face poverty and financial exclusion.
▶	Activity 4.3 We will use our planning powers to secure affordable and accessible housing within new developments	Our new Local Plan sets ambitious affordable and accessible housing targets. The plan has recently been reviewed by a Planning Inspector and we expect to formally adopt it in the spring. At the moment, we continue to assess planning applications against existing policies and where decisions are made by the council, we have successfully secured high levels of affordable housing.
▶	Activity 4.4 We will develop a broad adult learning and employment skills offer, including targeted provision for those furthest from the labour market	The WorkPath service and wider WorkPath partnership continue to support residents into employment. 331 black and ethnic minority residents, and 159 female residents were supported by the Workpath partnership provision into sustainable job starts so far this year. Of those 135 were BME females. Starting in January, we are delivering three courses which will support learners to be employment ready. The courses are: English and Maths for Working Start Childcare; English and Maths for Women in Health and Social Care; and ESOL for Care Staff.
▶	Activity 4.5 We will deliver the second phase of the Somali Task Force, including the establishment of a community hub with a Somali focus, and deliver a	At the end of November we awarded a contract to develop the Somali Hub at Granby Hall. The venue will be a new dedicated community space for cultural and community activities. Preliminary work such as design detail and surveys is being carried out early in the New Year. The physical works will start on site at the end of January. The estimated completion date is November 2019.

RAG	Activity	Latest note
	Somali graduate programme	The council provides mentoring support to Somali young people into jobs through a Somali Graduate programme. 72 graduates are engaged in our Somali graduate programme and so far two graduates have secured an internship / work experience placement and eight have secured jobs. So far we have engaged 30 employers about this programme.



Outcome 5 People live in a borough that is clean and green

We want residents to enjoy a good quality of life in an environment that has a positive influence on everyone's health and wellbeing. To achieve this we must take further strides to improve air quality, reduce carbon emissions, tackle fuel poverty and become a more environmentally sustainable and attractive borough. Poor air quality causes 9,500 early deaths in London every year. In our borough, air quality is primarily affected by traffic fumes and construction. We are committed to improving local air quality by implementing the actions set out in our Air Quality Action Plan.

A new Transport Strategy for the borough will improve transport options and reducing the impacts of traffic on our residents, making our borough one of the best in London for walking or cycling. Through our planning policy we will work to ensure major developments progress towards achieving zero carbon status, and the council's assets and housing stock is being made ever more energy efficient.

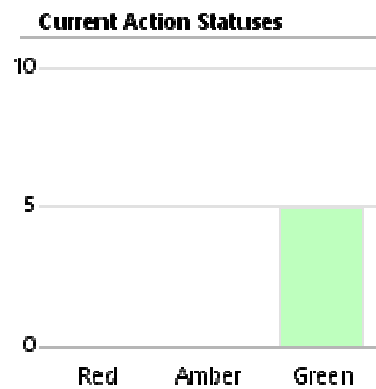
We want the borough to be a clean and attractive place but litter, fly tipping and graffiti on our streets has a detrimental impact on life for residents and visitors. We will tackle these through more efficient and effective services, backed up with investment and enforcement when necessary.

We are committed to improving our recycling rates over the next four years and want to reduce the overall amount of waste produced, at the same time ensuring convenience and value for money in the way that our waste is collected and managed. A new strategic approach for waste management will boost recycling of waste from all sources, including on housing estates, and we will work to achieve zero waste for the borough's markets.

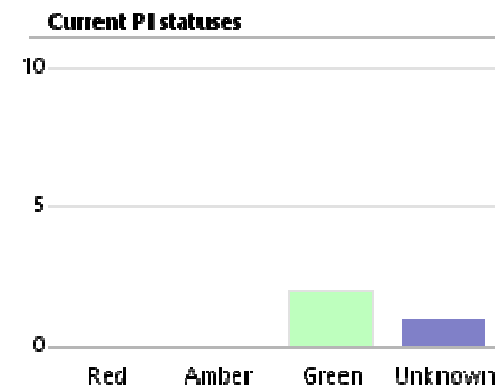
We are committed to protecting and maintaining our parks and open spaces and the council will continue to invest in the public realm to create attractive, liveable, well-maintained neighbourhoods.

Status summary for this strategic outcome

Strategic action status chart



Strategic measure status chart





M5.2 Satisfaction with parks and open spaces

This measure is taken from the council's residents survey and is expressed as the percentage of respondents who rate parks and open spaces as good, very good or excellent.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Culture, Arts and Brexit	2017/18			↓	↓
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Sports, Leisure and Culture	Strategic	No		68.0%	Data Only

Performance data trend chart

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Latest note

The latest outturn relates to the Annual Resident Survey carried out in early 2018 as previously reported to Cabinet.



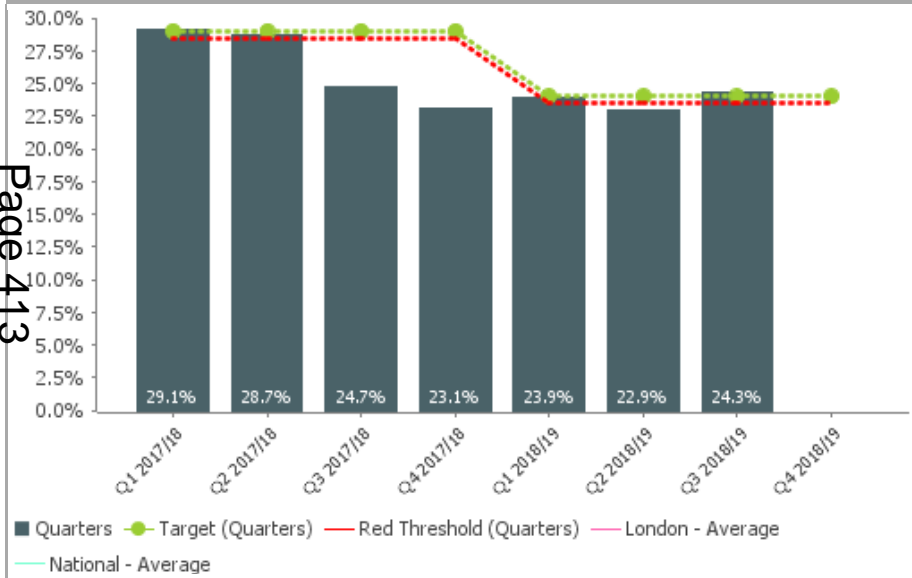
M5.1 Level of household recycling

The measure looks at the percentage of household waste which is sent for reuse, recycling and composting. The end of year figure is based on the cumulative totals for the whole year while quarterly figures relate to performance in the quarter only.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Environment	Q3 2018/19			↓	↓
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Public Realm	Strategic	No	24.0%	24.3%	🟢 Green

Performance data trend chart

Latest note



In Q3 2018/19, provisional data shows that 18,630 tonnes of household waste was collected and of that, 4,524.56 tonnes was sent for reuse, recycling and composting. This means that performance for the period October to December is above the target but as the data is provisional, figures may change. As the end of year outturn is based on the cumulative totals for the whole year, the higher performance in Q3 has helped to narrow the gap and the cumulative total for the year is now only 0.3 percentage points below target.

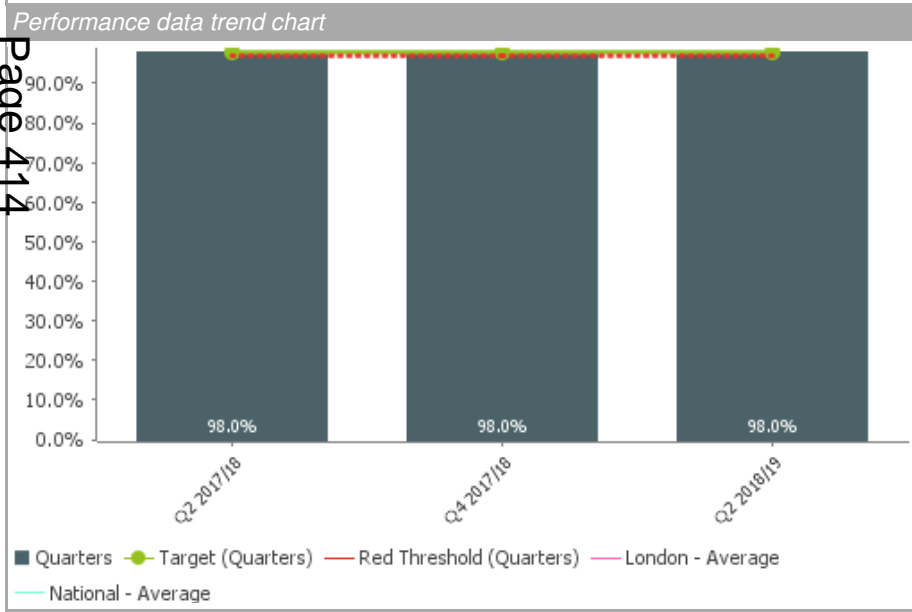
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M5.3 Street cleanliness

This measure is based on a national methodology to assess the cleanliness of streets and the public realm. Surveys of a sample of areas are carried out twice a year across the borough. Both surveys are combined to get the annual result. Areas are scored against a national benchmark of cleanliness levels and the measure is expressed as the percentage of areas surveyed which meet or exceed the cleanliness standard.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Environment	Q2 2018/19				
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Public Realm	Strategic	No	98.0%	98.0%	Green



Latest note

This measure is collected twice a year. The second survey results will be available 1st March 2019.

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Strategic plan delivery

RAG	Activity	Latest note
▶	Activity 5.1 We will identify ways to reduce the carbon footprint and emissions from our activities	This year's programme of boiler replacements is now complete. The programme fitted 68 households with new boilers. We will be running a new phase of this project next year. We are in the process of delivering a grants programme to retrofit energy efficiency measures to around 40-50 small and medium enterprises in the borough. Retrofitting measures include funding to replace lighting and buy more efficient equipment.
▶	Activity 5.2 We will develop a new Transport Strategy for the borough and make our borough one of the best in London to walk or cycle in, improving road safety and delivering a new parking policy	<p>We are implementing a range of initiatives in the borough to reduce the impact of traffic and improve road safety. Around Sir William Burrough School we have introduced a new zebra crossing and permanently closed a dead end road which has been resurfaced in colourful playground material. We have also installed a mural, reclaiming the street for pupils. Projects are being put together for Central Foundation, John Scurr, and Harry Gosling schools.</p> <p>In the new-year, we will be consulting with residents and other interested parties on our proposals to create Low Traffic Neighbourhoods in 20 areas in the borough. We are working with TfL and Hackney Council to design a new cycle route from Hackney to the Isle of Dogs. We are also working with TfL on four new quiet routes in the west of the borough into central London. Public consultation on these proposals will be out in 2019.</p> <p>We have produced a new Local Implementation Plan (LIP3). This plan is the mechanism in which we are able to submit a bid for funding to Transport for London for financial support for schemes to improve our transport networks. We will be consulting on our LIP in the new-year.</p>
▶	Activity 5.3 We will implement a range of air quality improvements (including transport technology improvements and the Zero Emissions Network)	<p>The Zero Emissions Network (ZEN) is an air quality initiative supported by Tower Hamlets, Hackney and Islington councils. The scheme, funded by the Mayor's Air Quality Fund and Tower Hamlets, is set up to help businesses save money, reduce emissions and improve air quality by making changes in transport and building use and adopting more sustainable business practices. ZEN operates among businesses in the Spitalfields, Shoreditch and Clerkenwell areas of London, which combined together form the City Fringe. We are working to extend the duration of this project and the next round will also include the Canary Wharf area.</p> <p>Low Traffic Neighbourhoods (LTNs) are designed to mitigate against the effects of traffic</p>

RAG	Activity	Latest note
		<p>congestion and road safety problems, especially in areas around schools. Working with our partners we are identifying projects that will help to address the on-going traffic and safety concerns. We have already implemented schemes in and around Antill Road. Traffic Management Reviews of Weavers and Cheshire Street in the Bethnal Green area were completed earlier this year, and work started in December and are due to be completed by March. A Traffic Management Review of the Wapping area has also been completed. We are planning to issue a contract for this work in January. The key scheme is a bus gate to remove rat running traffic from the area.</p>
▶	<p>Activity 5.4 We will deliver a programme of cleanliness, waste and recycling improvements throughout the borough</p>	<p>Our new Waste Management Strategy was approved at Cabinet in October. We are now developing the new service which will start delivering in April 2020. The service will provide greater control and flexibility to improve street cleansing and waste/recycling. It will also allow for greater innovation in approach than outsourcing and increase the speed of providing necessary change to improve performance and street cleanliness.</p> <p>Together with Tower Hamlets Homes, we are testing different approaches to increasing recycling and waste minimisation on 8 estates. One of these improvements is the introduction of a re-usable, machine-washable recycling bag.</p> <p>We will undertake a cleanliness survey in January, to assess levels of litter, detritus, fly-posting and graffiti in the borough, so that we know what areas we need to pay particular attention to improving. These improvements will help us meeting the Mayor's ambitions to improve recycling rates to 35% by 2022.</p>
▶	<p>Activity 5.5 We will improve our public realm including our parks and other open spaces, so that they are more attractive and better used</p>	<p>The following park refurbishment projects are now completed: Weaver's Changing Rooms, Warner Play, Poplar Park and Jolly's Green, Brick Lane Mosaic, Langdon Park BMX, Poplar Park, Ropewalk Garden Gym.</p> <p>We have started to consult residents and other interested parties on the refurbishment of playgrounds at St. John's, Stepney Green, and Ropemakers Fields.</p> <p>Several improvements are being implemented in Bartlett Park. An inclusive playground will be scheduled to be installed in the spring. Landscaping of the park will start at the beginning of January and will be completed by November 2019. We will be consulting with local residents on</p>

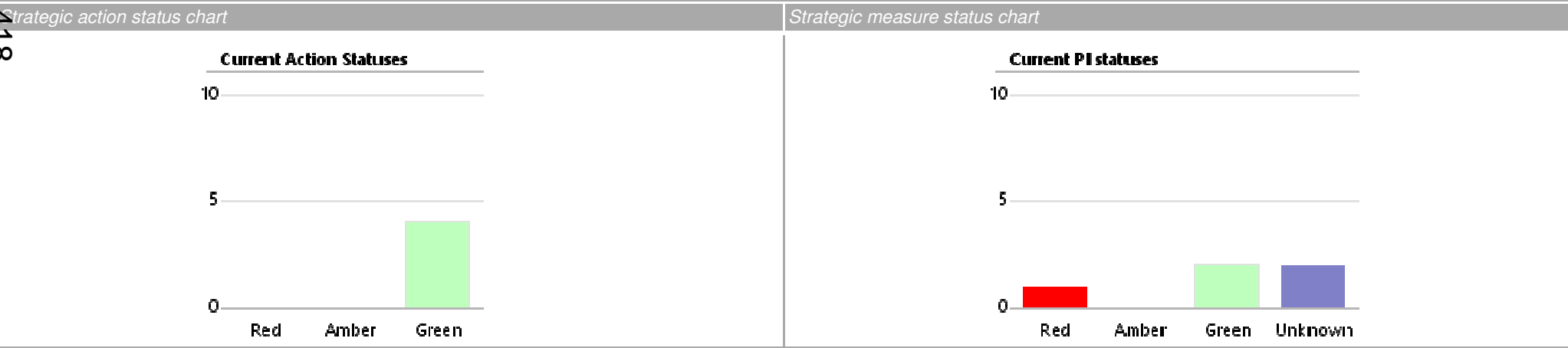
RAG	Activity	Latest note
		<p>plans for a new adventure playground. A newsletter with a timetable of works and details about how to get involved in shaping further work in the park will be distributed to local residents in February 2019.</p> <p>We are carrying out condition surveys of the street furniture on our footways, carriageways and in our parks and open spaces across the borough so we can earmark areas for improvement.</p>

Outcome 6 People live in good quality affordable homes and well-designed neighbourhoods

We want the borough to be a place where people are proud to live and enjoy their lives. Accessing good quality, affordable housing is an ongoing challenge in a borough which has a fast growing population, low income levels for many households and a fast growing private rented sector with high private rents and house prices. Maximising the delivery of affordable homes and improving the quality and management across all housing tenures is therefore paramount. We will continue to increase the supply and delivery of affordable homes by building new council housing, supporting the delivery of new housing at affordable rent levels by registered providers, and maximising the number of affordable homes secured through the planning process. We will continue to drive up the quality of housing across all tenures, including the private sector, through increased licensing and enforcement, and will improve standards across social housing through stronger management. We will refresh our approach to Regeneration, including environmental improvements, across the borough; continuing our programme of estate regeneration and delivering the Better Neighbourhoods Programme, so that growth across the borough is coordinated and shaped in such a way that everyone shares the benefits.

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Status summary for this strategic outcome



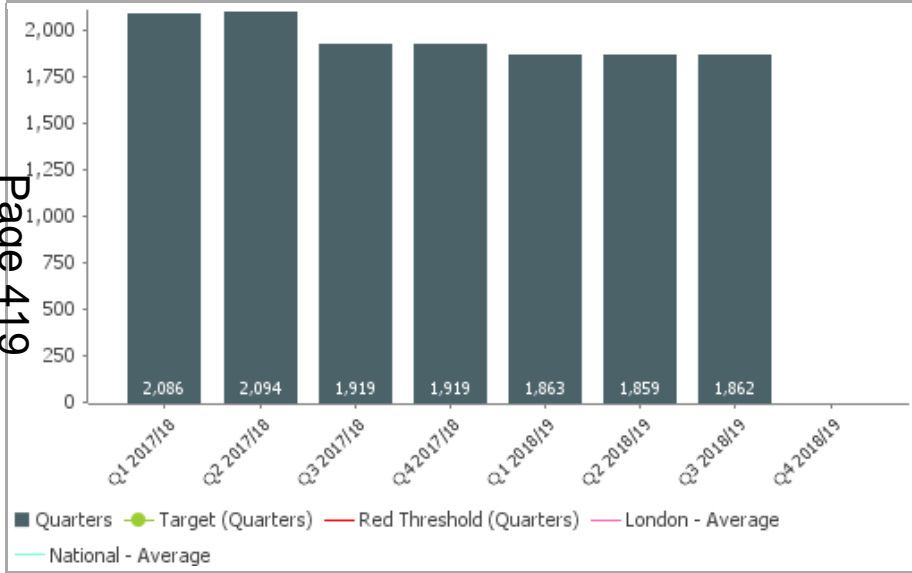


M6.4 Households living in temporary accommodation

This measure is a count of the number of households currently living in temporary accommodation. The measure is a snapshot. It is a data only measure without a target.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Statutory Deputy Mayor and Cabinet Member for Housing	Q3 2018/19			↓	↑
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Housing	Strategic	No		1,862	 Data Only

Performance data trend chart *Latest note*



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M6.5 Resident satisfaction with the area

This measure is taken from the council's residents survey and is expressed as the percentage of respondents who are very / fairly satisfied with the local area as a place to live.

Lead member	Last update			Short term trend arrow	Long term trend (DOT)
Cabinet Member for Environment Deputy Mayor and Cabinet Member for Regeneration and Air Quality Statutory Deputy Mayor and Cabinet Member for Housing	2017/18			↓	↓
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Strategic Director, PLACE	Strategic	No		79.0%	Data Only

Performance data trend chart



Latest note

The latest outturn relates to the Annual Resident Survey carried out in early 2018 as previously reported to Cabinet.

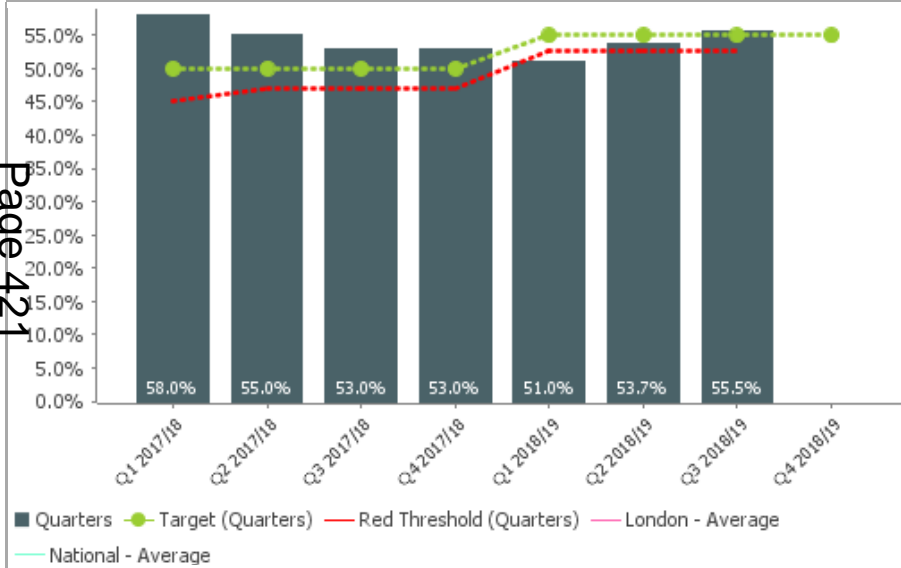


M6.2 Families re-housed from overcrowded conditions

Overcrowding remains a problem in the borough and reducing overcrowding is a main aim of the council's housing service. The measure looks at new lettings in the most recent reporting period and assesses what percentage of lettings was to households previously living in overcrowded conditions.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Statutory Deputy Mayor and Cabinet Member for Housing	Q3 2018/19			↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Housing	Strategic	No	55.0%	55.5%	Green

<i>Performance data trend chart</i>	<i>Latest note</i>
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This measure is on target.

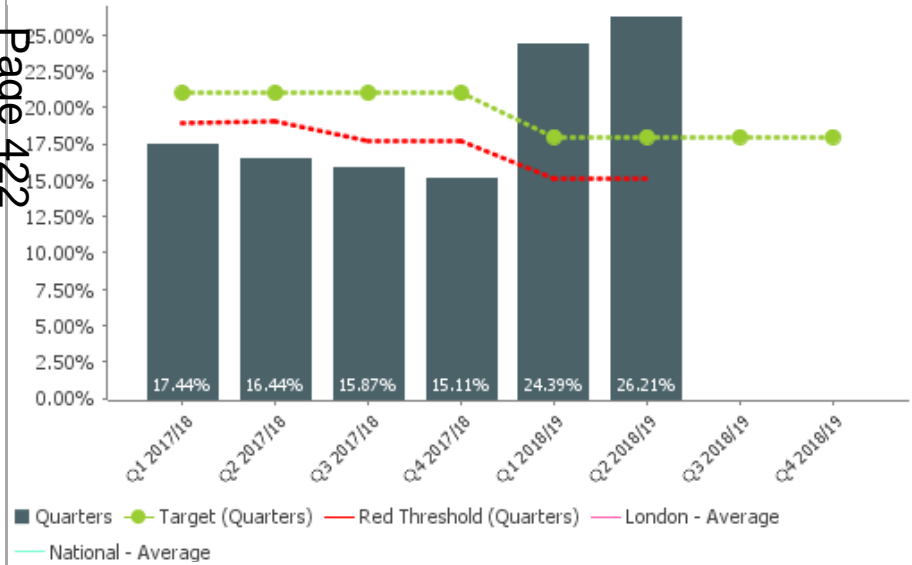


M6.3 Effectiveness of homelessness prevention

The council's housing advice service provides support and casework for households who consider themselves homeless. The measure looks at the percentage of households who received advice and support and for whom for whom housing advice casework intervention resolved their situation.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Statutory Deputy Mayor and Cabinet Member for Housing	Q2 2018/19			↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Housing	Strategic	No	18.00%	26.21%	Green

Performance data trend chart



Latest note

This measure is on target. This quarter the service supported 538 households who considered themselves as homeless, and out of these, 141 households were prevented from becoming homeless.

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M6.1 Affordable homes completed

This measure is a count of the total number of affordable homes completed in the year to date (gross number). Quarterly figures and targets are cumulative.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Deputy Mayor and Cabinet Member for Regeneration and Air Quality	Q3 2018/19			↓	↓
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Housing	Strategic	No	874	322	Red

<i>Performance data trend chart</i>	<i>Latest note</i>
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The total number of affordable homes delivered so far this year is 322. The forecast for the year has slipped to 729, 121 homes short of the minimum expectation target of 850. This is primarily down to the completion of two Canary Wharf Group schemes slipping into the first quarter of 2019/20.

The delivery of 173 units this quarter is a good increase in completions from the previous quarter. This is due to a number of schemes, which had slipped in previous quarters, now completing. There are usually more completions in Q4 than in previous quarters. This is largely due to how schemes are programmed in terms of cash flow and grant conditions, developers and Registered Providers (RP) ensure end of year targets are met. Their main target for completions is by the end of the financial year, not quarters. As schemes are delivered by RPs and private developers, the council has little direct control on how these schemes are delivered.

Next year, this measure will report the number of affordable homes delivered as recorded on the GLA's London Development Database (LDD) rather than by using data gathered from registered social landlords locally. In order to record delivery on the LDD, a Completion Certificate needs to be issued by either an Approved Inspector or LBTH Building Control. There is typically a time lag between onsite inspection and the issue of certificates. There is no obligation on external Approved Inspectors to promptly issue certificates in relation to schemes where they are the appointed authority. So whilst the current method of recording delivery may be slightly timelier, going forward, our recorded delivery will mirror what is officially and publicly reported through the LDD. By Q3 this year and with the above caveats, the total number of affordable housing delivered recorded on the LDD is 90.

Strategic plan delivery

RAG	Activity	Latest note
▶	<p>Activity 6.1 We will increase the supply and delivery of all types of affordable homes, including new council housing, bringing empty properties back into use and making the most effective use of the existing stock</p>	<p>The council is committed to doing what it can to tackle the housing crisis in the borough. 173 new affordable homes for residents have been completed this quarter bringing the total delivered so far this year up to 322. So far this year through casework interventions we have prevented 221 households from becoming homeless.</p> <p>Using Right-to-Buy receipts, we are enabling registered providers to purchase homes, keeping them from being sold on the open market, thus increasing our social housing stock for residents on the housing register. So far this year there have been four purchases.</p> <p>We are in the final stages of producing a policy which will facilitate self-builders in the borough. Our officers are currently undertaking the relevant legal checks relating to the eight potential sites that have been identified for self-building in the borough. Under-occupation of council homes is an issue we are tackling so that we can maximise rehousing opportunities for residents in need of social housing. We are doing this by training our staff to engage with and actively support tenants who wish to downsize.</p> <p>We are talking to home owners of empty properties with the aim of bringing them back into use. The Rating (Property in Common Occupation) and Council Tax (Empty Dwelling) Bill which is currently going through Parliament, has provision to enable councils to charge extra for empty properties and up to 300% extra for properties empty for 10 or more years.</p>
▶	<p>Activity 6.2 We will improve the quality & management of social & private housing in the borough through delivering the Better Neighbourhood programme, supporting housing associations in managing their stock & extending use of licensing & enforcement in the Private Se</p>	<p>With Tower Hamlets Homes, we are delivering a £25.512 million Council Housing Capital Programme. To date, 34 blocks of flats have been refurbished. The remaining four blocks are expected to be completed by March 2019. So far this year, £2.1 million has been spent on implementing a range of fire safety improvements in blocks on estates. Our strengthened fire safety regulations are now being issued to developers.</p> <p>We have been providing support for private renters and landlords. At the last Private Renters' Charter Forum meeting in December, attendees heard from representatives from the Greater London Authority (GLA) about the Mayor of London's strategy for private renting and the Mayor's</p>

RAG	Activity	Latest note
▶	Activity 6.3 We will deliver a programme of regeneration on the Ocean estate, Blackwall Reach, Chrisp Street and Poplar Riverside	<p>rogue landlord agent checker.</p> <p>We have started on site for the second phase of the Blackwall Reach development to deliver 268 new homes. The design of the third phase of the Blackwall Reach development has been briefly paused so that any findings from the Government review of fire safety design can be incorporated. However this should not delay the completion of this development. Phase three will deliver around 324 new homes.</p> <p>We are talking to and working with residents and businesses who will be affected by the compulsory purchase order (CPO) of Chrisp Street Market. The CPO will enable the council and its partners to regenerate the area, including refurbishing the market, current shops, new buildings, more affordable homes, a new cinema, restaurants, pocket parks, a large new community hub and extended Idea Store.</p> <p>Construction of the Ocean Estate (site H) development is ongoing. So far six new homes for affordable rent have been built and another 88 affordable rented homes are expected to be completed by the end of March 2019. In the next financial year 29 shared ownership homes will be built. 50 percent of all homes being delivered in this development will be classed as affordable.</p> <p>The council and its partners have established a new Regeneration Board which will support the development of the Poplar Riverside Housing Zone. This scheme will consist of 10 development sites with around over 3,000 new homes in the first phase of development. To improve connections, the plans include options for bridges across the River Lea.</p>
▶	Activity 6.4 We will manage housing infrastructure pressures through a new Local Plan	<p>In November we provided additional information and modifications of our new draft Local Plan to the Planning Inspectorate (Examination in Public). We expect to be able to consult residents and other interested parties on those modifications in early 2019.</p> <p>The council continues to support neighbourhood planning. We have developed our Neighbourhood Planning Service Offer, which explains how we are committing to supporting neighbourhood planning in the borough. The council's website includes two helpful application guidelines for interested groups. In October, a new Neighbourhood Area and Forum was created, the Poplar Regen Alliance.</p>



Outcome 7 People feel safer in their neighbourhoods and anti-social behaviour is tackled

We want to ensure that residents feel safe in their homes and in the streets of Tower Hamlets. Through the Community Safety Partnership (CSP), we will work closely with the police and other partners to deliver initiatives and actions which improve safety in the borough. The CSP Plan sets out how we will address four key challenges – Anti Social Behaviour (including drugs and alcohol), Violence, Reducing Re-offending and Hate Crime, Community Cohesion & Extremism.

ASB and drug use remain areas of top concern for residents and our response to these problems includes improving reporting arrangements, enforcement action to reduce graffiti, littering, noise nuisance and street drinking, clearer treatment pathways for those with an addiction, and better support for victims. We will target and support offenders to stop re-offending, and take enforcement action against those who refuse our help, working with communities to involve them in solutions.

A Member-led Serious Violent Crime Taskforce will be set up to engage all stakeholders in the fight against serious violent crime, and we will expand the reach of our Rapid Response Service to engage residents aged 18-24 who are at risk of gang involvement.

Whilst many of our residents agree that people from different backgrounds get on well together, the borough has seen increases in levels of hate crime in particular racist and religiously motivated hate crimes over the last two years. Our work to promote cohesion, such as the No Place for Hate campaign, will continue and we will provide support and protection for victims, including the publication of a Violence Against Women & Girls (VAWG) Charter.

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Status summary for this strategic outcome

Strategic action status chart	Strategic measure status chart																		
<p>Current Action Statuses</p> <table border="1"> <tr><th>Status</th><th>Count</th></tr> <tr><td>Red</td><td>0</td></tr> <tr><td>Amber</td><td>0</td></tr> <tr><td>Green</td><td>7</td></tr> </table>	Status	Count	Red	0	Amber	0	Green	7	<p>Current PI statuses</p> <table border="1"> <tr><th>Status</th><th>Count</th></tr> <tr><td>Red</td><td>2</td></tr> <tr><td>Amber</td><td>0</td></tr> <tr><td>Green</td><td>2</td></tr> <tr><td>Unknown</td><td>1</td></tr> </table>	Status	Count	Red	2	Amber	0	Green	2	Unknown	1
Status	Count																		
Red	0																		
Amber	0																		
Green	7																		
Status	Count																		
Red	2																		
Amber	0																		
Green	2																		
Unknown	1																		

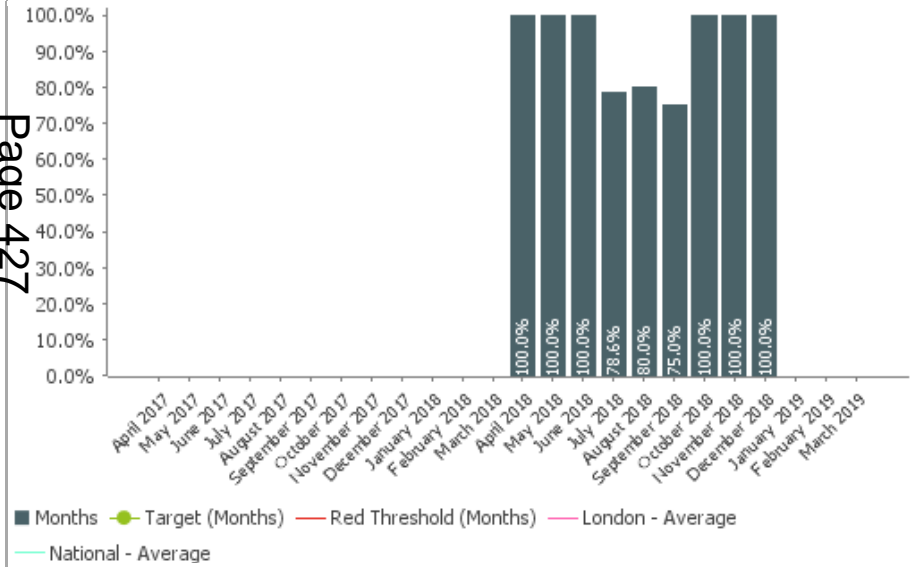


M7.3 Anti-Social Behaviour resolution

This measure looks at cases handled by the council's anti-social behaviour service and which had a positive outcome. The outcome of the case is assessed in the month a case is closed. The measure is expressed as a percentage of cases closed in the period and is a snapshot for the period only. A positive outcome includes a number of categories, including no repeat incidents. This is a data only measure.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Deputy Mayor and Cabinet Member for Community Safety and Equalities	December 2018				
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Public Realm	Strategic	Yes		100.0%	Data Only

<i>Performance data trend chart</i>	<i>Latest note</i>
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Latest note



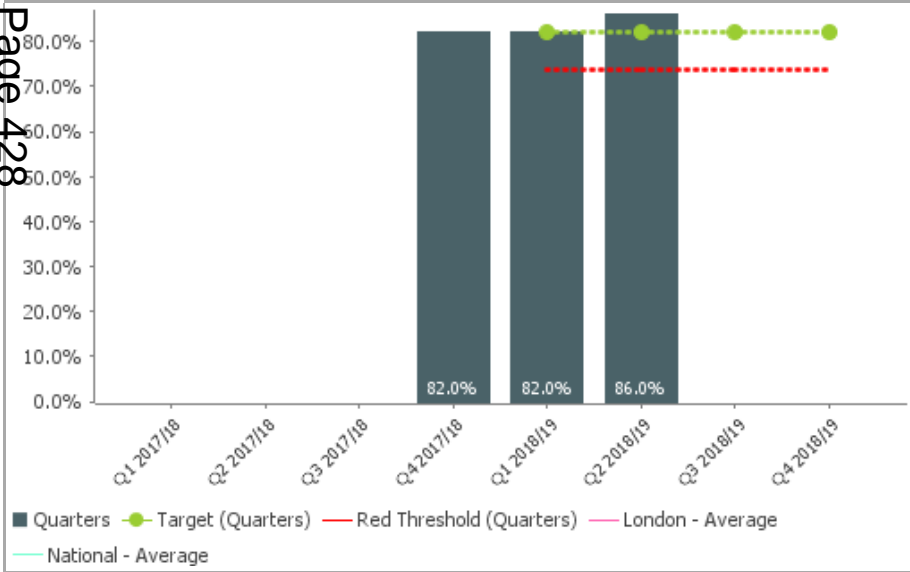
M7.4 Satisfaction with victim support services

The council commissions specific victim support services for victims of anti-social behaviour, domestic violence and hate crime. This measure assesses the level of satisfaction of users engaging with council-commissioned victim support services.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Deputy Mayor and Cabinet Member for Community Safety and Equalities	Q2 2018/19			↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Community Safety	Strategic	No	82.0%	86.0%	🟢 Green

Performance data trend chart

Latest note



This measure is on target. Q3 is not yet available.

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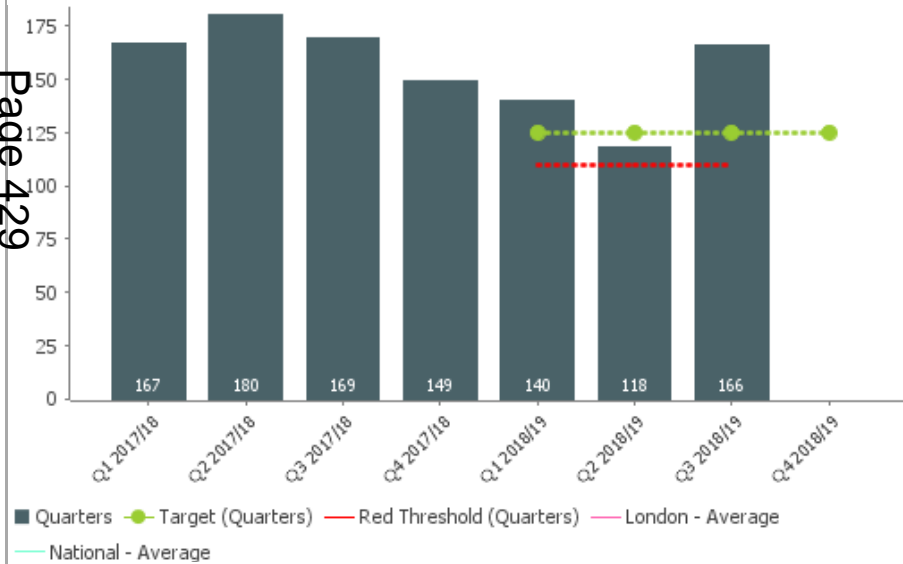


M7.5 Residents causing drug or alcohol related crime or ASB required to engage in treatment programmes via criminal or civil orders

The council works closely with the police and other partners in the criminal justice system to reduce the impact of drugs on residents' lives. This measure is a quarterly count of the number of residents causing drug related crime or ASB who were required to engage with the council's drug and alcohol treatment services.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Deputy Mayor and Cabinet Member for Community Safety and Equalities	Q3 2018/19			↓	↓
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Community Safety	Strategic	No	125	166	🟢 Green

Performance data trend chart | *Latest note*



This measure is on target.

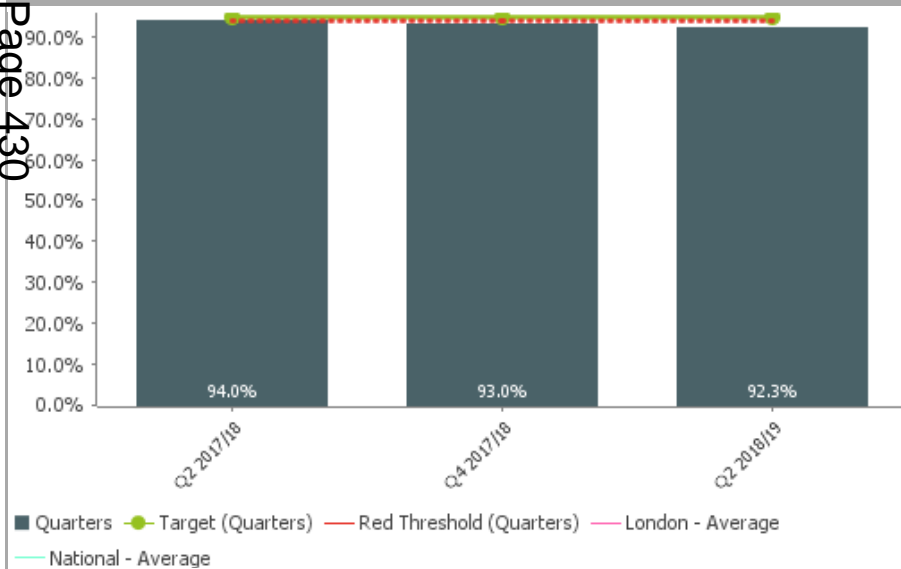


M7.1 Level of graffiti

This measure is based on a national methodology to assess the amount of graffiti in the public realm. Surveys of a sample of areas are carried out twice a year across the borough. Both surveys are combined to get the annual result. Areas are scored against a national benchmark of graffiti levels and the measure is expressed as the percentage of areas surveyed which meet or exceed the standard.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Environment	Q2 2018/19			↓	↓
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Public Realm	Strategic	No	95.0%	92.3%	Red

Performance data trend chart



Latest note

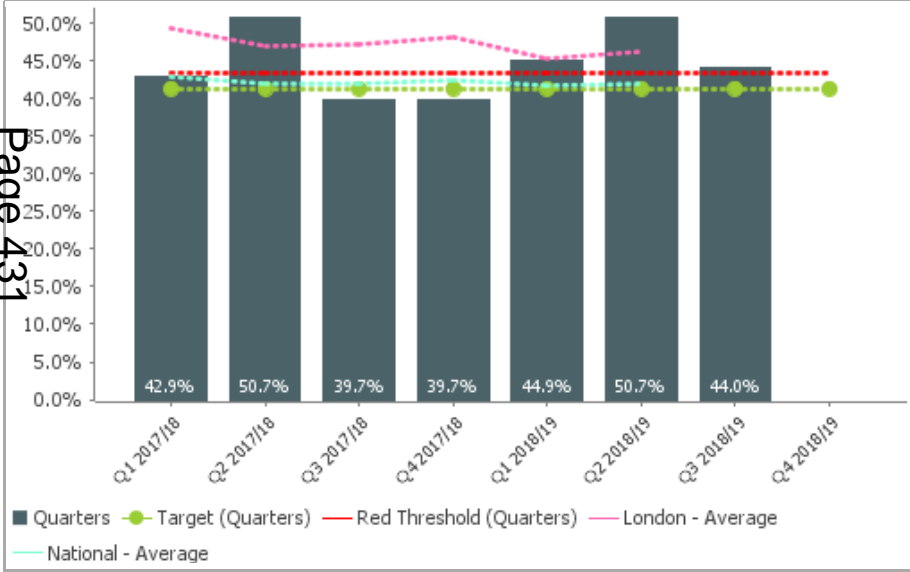
This measure is collected twice a year. The second survey results will be available 1st March 2019.

M7.2 Reoffending by young people

This measure looks at the level of reoffending among young offenders. All young offenders within any given quarter of a year are tracked for a period of 18 months. If proven reoffending occurs within this period, they will count towards this measure. The measure is expressed as a percentage of the total number of young offenders in the quarterly cohort. Latest quarterly data always looks at the cohort which entered tracking two years earlier.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Children, Schools and Young People	Q3 2018/19			↓	↓
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Youth and Commissioning	Strategic	No	41.3%	44.0%	Red

Performance data trend chart







Latest note

The current reoffending rate, taken from the Police National Computer, is based on a 3 month cohort. This cohort changes every quarter. The current latest available cohort is for October - December 2016. When compared with the previous cohort for July - September 2016, the reoffending rate improved by 13 percentage points.

Overall there has been an improvement when compared to the previous quarter but overall the rate is still not meeting our current baseline target. Because the make-up of each cohort can vary dramatically, the current figures do not indicate a dramatic increase in reoffending. The rate remains in line with the London average.

Since the start of 2017, the Youth Offending Team has implemented a robust prevention service to deter first-time offenders. This will mean that for future cohorts we may see the reoffending rate rise, as more cohorts contain more prolific reoffenders as opposed to first-time offenders, who are less likely to reoffend.

Strategic plan delivery

RAG	Activity	Latest note
	Activity 7.1 We will work with partners to tackle all violence including domestic abuse, serious youth violence and violence against women and girls	We have recruited an additional gang worker to focus exclusively on young adults with emphasis on preventing younger residents from becoming part of a gang and enabling current young gang members to remove themselves from a gang environment. Our Community Safety team are currently preparing a detailed 10 year analysis of violent crime which will be ready by the end of January 2019. This will form part of the evidence of the violent crime Joint Strategic Needs Assessment (JSNA) which is currently being jointly undertaken by our Public Health, Intelligence & Performance, and Community Safety teams and will give a comprehensive view of violent crime within the borough.
	Activity 7.2 We will provide support and protection for victims	As part of the Community Multi Agency Risk Assessment Conference (CMARAC) we have identified and safeguarded 33 vulnerable victims across the borough who were at risk from anti-social behaviour (ASB). We have a weekly One Stop Shop at the Whitechapel Idea Store giving vital information, guidance, and support for residents who are aware of or a victim of violence against women and girls (VAWG). We also call back anyone who reports anti-social behaviour (ASB) to our ASB service to establish the impact of the ASB on residents to make sure they are safe from harm. If this is not the case we refer residents to Victim Support where consent to do so has been given.
	Activity 7.3 We will publish a VAWG Charter setting out the rights of victims and the local support available	The Violence Against Women and Girls charter was published on 5th November 2018. It has been widely publicised to the local community and featured in national media. We have completed our extensive Violence Against Women and Girls (VAWG) consultation with survivors, which will shape our future commissioning intentions and our refreshed VAWG strategy. Our One Stop Shop model for victims and their families continues to take place weekly at Whitechapel Idea Store.
	Activity 7.4 We will extend the reach of our Rapid Response Service to better engage with those at risk of involvement in gang related violent crime	The Rapid Response Team continues to work with the community, partners and those individuals at the cusp of gang activity or involved in crime. The Rapid Response Team will provide individual support and tailored case management. The team recently commenced joint work with the Housing Options and Support Team (HOST) to target additional outreach services to residents in supported housing.

RAG	Activity	Latest note
▶	Activity 7.5 We will work with partners and the community to tackle crime and anti-social behaviour associated with the illegal supply of drugs and the misuse of alcohol, including treatment of those with an addition	<p>We are awaiting deployment of 13 more police officers to join the current team of 11 officers within the Partnership Task Force. We have completed preparatory work to re-commission our borough-wide substance misuse treatment services and have consulted widely with local residents and service users to help shape and co-create our future service models. We will go to the market early in 2019. We continue to use a range of statutory tools including 'Civil Orders' to enable us to enforce requirements for people involved in crime and anti-social behaviour to engage in structured rehabilitation treatment programmes. In the last three months we have introduced a new, simple referral pathway for housing providers and police to systematically offer treatment to offenders. To date there have been 24 applications for people involved in criminal behaviour to engage in compulsory treatment programmes and 11 of these have been granted with the remainder being processed. We continue to promote the 'Report It' function on the council website as our primary method of reporting anti-social behaviour and newly elected councillors have been briefed on how this works so they can advise residents who have issues to raise.</p>
▶	Activity 7.6 We will work with partners to reduce re-offending, focussing particularly on offences that have a big impact on the communities' feelings of safety and security	<p>The Neighbourhood Management Pilot in the North West of Tower Hamlets, covering Weavers, St Peters, Spitalfields and Banglatown and Bethnal Green wards is progressing. Overall responsibility for the pilot transferred to the Community Safety team in October. We are exploring ways of maximising the use and effectiveness of Closed Circuit Television (CCTV) in tackling anti-social behaviour and promoting community safety. The "Stop and Think Programme" targeted at kerb crawlers gives known offenders the opportunity to avoid prosecution through participation in compulsory education and awareness sessions. Introduced earlier this year, it is showing encouraging signs of success in reducing re-offending rates. In the year to date 46 people have taken part and only 2 are known to have re-offended.</p>
▶	Activity 7.7 We will work with partners to address hate crime, tackle extremism and promote community cohesion in the borough	<p>Our proactive approach to building community resilience including training to community groups and external partner organisations has helped us to secure the biggest proportion of the Government's 'Building a Stronger Britain Together' funding allocated to a local authority. This will help us to target and prevent extremism in all its forms. We support local organisations in accessing sustainable funding to maintain their own projects which contribute to reducing the risks of extremism and have helped them to secure over £400,000 in external funding. Our Prevent Advisory Group continues to recruit members from across all sections of our diverse local community. Following the success of our No Place for Hate campaign we have introduced targeted communications for the LGBT+ community. Through our engagement work, the Prevent programme has built strong links with local community organisations and helped to build</p>

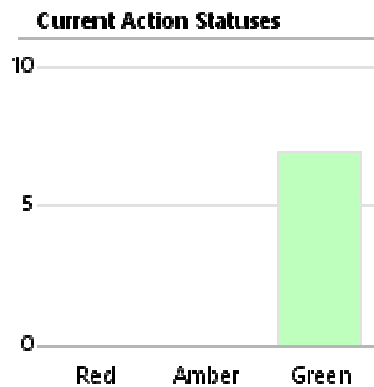
RAG	Activity	Latest note
		understanding of Prevent and a shared commitment to overall aims.

Outcome 8 People feel they are part of a cohesive and vibrant community

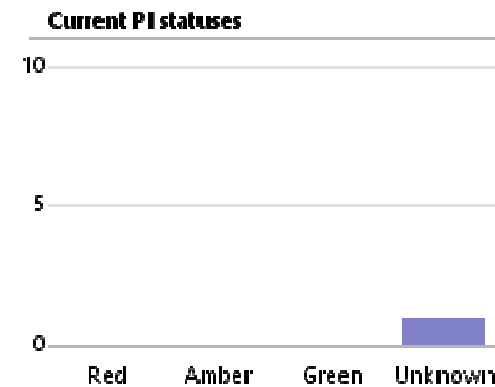
Our diversity is a source of great strength and something to be celebrated and nurtured, but it also presents us with challenges. Whilst 86% of residents say that people from different backgrounds get on well together, people have also told us that different communities in the borough lead ‘parallel lives’. There is a growing focus on social integration both nationally and regionally; the Government released its Integrated Community Strategy Green Paper and the Mayor of London released its own social integration strategy for London in March this year. We welcome this and will be developing our local approach to community cohesion to build one community which reflects the national and regional strategies as well as local needs and priorities. Through this, we will work to build and sustain a culture of mutual respect and active engagement, where people look out for one another, and where there are real opportunities to understand and appreciate our differences so that they don’t become barriers. We will welcome new communities moving into the borough; support them by offering advice, guidance and ESOL support; and help them with opportunities to volunteer in their local areas so that feel a part of the community. We will ensure that the role of Eastend women is celebrated and identify further steps to improve gender equality. We will support a range of events to bring together people from our diverse community.

Status summary for this strategic outcome

Strategic action status chart



Strategic measure status chart





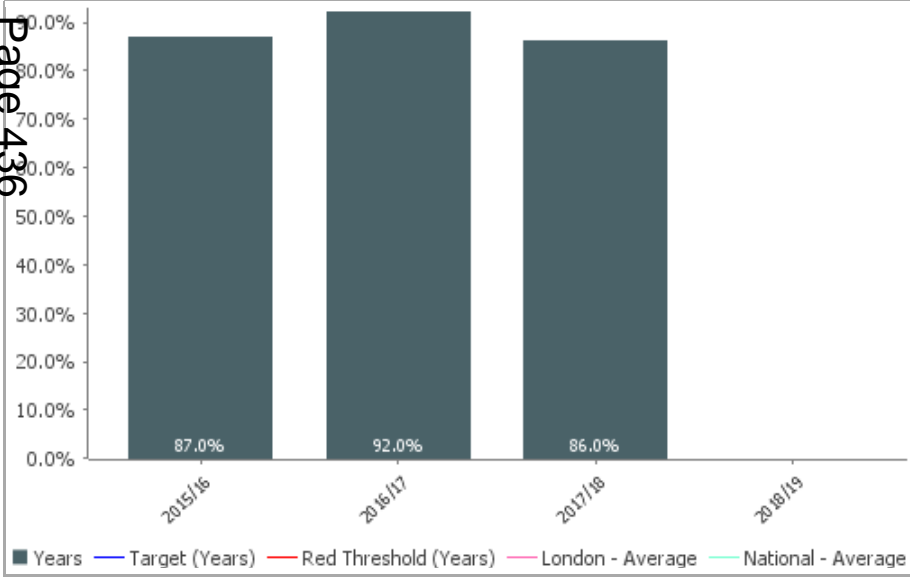
M8.1 Residents' view of community cohesion

This measure is taken from the council's residents survey and is expressed as the percentage of respondents who feel that people from different backgrounds who get on well together

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Deputy Mayor and Cabinet Member for Community Safety and Equalities	2017/18			↓	↓
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director Strategy, Policy and Partnership	Strategic	Yes		86.0%	Data Only

<i>Performance data trend chart</i>	<i>Latest note</i>
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The latest outturn relates to the Annual Resident Survey carried out in early 2018 as previously reported to Cabinet.

Strategic plan delivery

RAG	Activity	Latest note
▶	Activity 8.1 We will work with local communities to bring people together to celebrate the diverse cultures of our borough and promote community cohesion	<p>A number of cohesion projects in Aldgate East and Mile End have been delivered in Q3 which will brought people from different backgrounds together and supported the development of positive relationships and a greater sense of belonging in their community. The highlight of these activities has been a photo and video exhibition taking place in one of the Idea Stores. In addition, a food centred project took place in Mile End and a Christmas event was held , brought together people from different backgrounds, including different socio-economic backgrounds.</p>
▶	Activity 8.2 We will work with faith communities to improve mutual understanding, increase tolerance and strengthen links between different faith communities and people of no belief	<p>We engage with faith communities through the Tower Hamlets Interfaith Forum (THIF) and other faith-based organisations to identify and address the support needs of faith communities. So far this year, we have hosted two THIF meetings where participants discussed topics including local hate crime, the local delivery of the Prevent anti-terrorism agenda providing the community with a voice and enabling the groups to provide reassurance to the wider community. The council facilitated THIF to hold its AGM where since the first time since its formation, a female Muslim representative was voted onto the steering group.</p> <p>We have commissioned a ‘faith in schools’ programme of events with the aim of enabling pupils to develop a shared sense of belonging, a positive appreciation of diversity and strong and positive relationships with others from different faith backgrounds. It will also train sixth form students to deliver the project in primary schools. The project started in September 2018 and will be delivered over three years.</p>
▶	Activity 8.3 We will actively engage with LGBT residents to improve service provision and representation	<p>We have held the majority of community forum meetings to support the engagement of the LGBTQI+ forum. The forum has provided input on LGBTQI+ issues on a number of strategies, consultations and policy developments. A few of the highlights are a dedicated No Place No Hate Forum and a TH Healthwatch online consultation. In addition, events were held for World Aids Day.</p>
▶	Activity 8.4 We will work with residents to develop a strategic approach to cohesion and social integration that meets local needs including funding work to address the impact of development on community	<p>We are on course to develop a community cohesion framework by the end of this financial year and by doing so promote equality, increase participation in community life and improve relationships between people from different backgrounds. As part of our focus on implementing a local delivery plan taking into account national and regional policy frameworks, we have drafted a Community Cohesion Framework.</p>

RAG	Activity	Latest note
	cohesion	
▶	Activity 8.5 We will roll out a programme of support for refugees and new migrants to help them play a fuller role in the borough, reducing barriers between new and existing residents	<p>Refugees and migrants have been supported in playing a fuller role in the borough through the activities that have taken place. This can be demonstrated in the fact that 80% of migrants who attend the Welcome to Tower Hamlets face-to-face sessions indicate that they have an improved ability to access services and feel more able to integrate into the community.</p> <p>In addition, we have been very successful in our objective of enabling 60 migrants to each undertake at least 2 hours of volunteering opportunities per week. Such participation demonstrates how included and welcomed refugees and new migrants feel in the borough.</p>
▶	Activity 8.6 We will actively monitor and tackle emerging tensions and issues within and between communities including those generated by hate crimes and or extremism	<p>With our partners we have established a Tension Monitoring Group (TMG) which meets on a regular basis to proactively discuss cohesion related tensions in the borough and to inform measured and unified preventative actions and responses. Since April, there have been several instances where the group has met at short notice because there has been an incident with the potential of raising community tensions, for example spikes in crime, acid attacks, an anti-Semitic tweet, and a potential visit by well-known right-wing extremist. The work of the group is ongoing. All actions from meetings in this quarter are complete.</p>
▶	Activity 8.7 We will celebrate the history and heritage of the borough and all its people	<p>We held a successful programme of arts and cultural events to celebrate Black History Month in October which took place at various locations across the borough. In November we co-hosted a Diwali event at York Hall which attracted people from many backgrounds. Plans are in progress to mark Chinese New Year and Holocaust Memorial Day.</p>



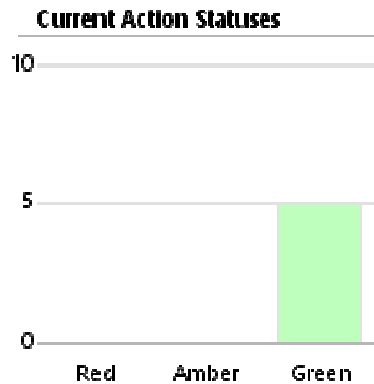
Outcome 9 People say we are open and transparent putting residents at the heart of everything we do

We want our services to be accessible to all our residents including those who face inequality. We will redesign our services around our customers' needs, consolidating and simplifying the way we do things and embracing technology to make the most of our resources. We are investing in making our infrastructure fit for purpose, and by improving our web site and digital service we plan to support a shift from phone and face-to-face customer contact to online contact and transactions. This transfer will make information about the council and its services more open and transparent and enable us to focus our attention on better supporting our more vulnerable residents.

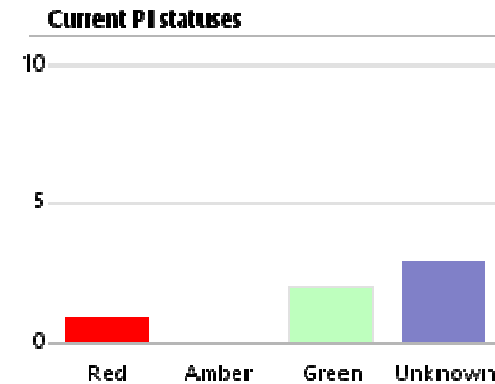
Our Community Engagement Strategy 2018-21, developed with our partners and the wider community, seeks to enable strong, active and inclusive communities who can influence and shape the borough in which they live and work.

Status summary for this strategic outcome

Strategic action status chart



Strategic measure status chart





M9.3 User satisfaction with libraries and Idea Stores

This measure is taken from the council's residents survey and is expressed as the percentage of respondents who use Idea Stores and libraries and rate them as good, very good or excellent.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Culture, Arts and Brexit	2017/18			↑	—
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Customer Services	Strategic	Yes		82.0%	Data Only

Performance data trend chart



Latest note

The latest outturn relates to the Annual Resident Survey carried out in early 2018 as previously reported to Cabinet.

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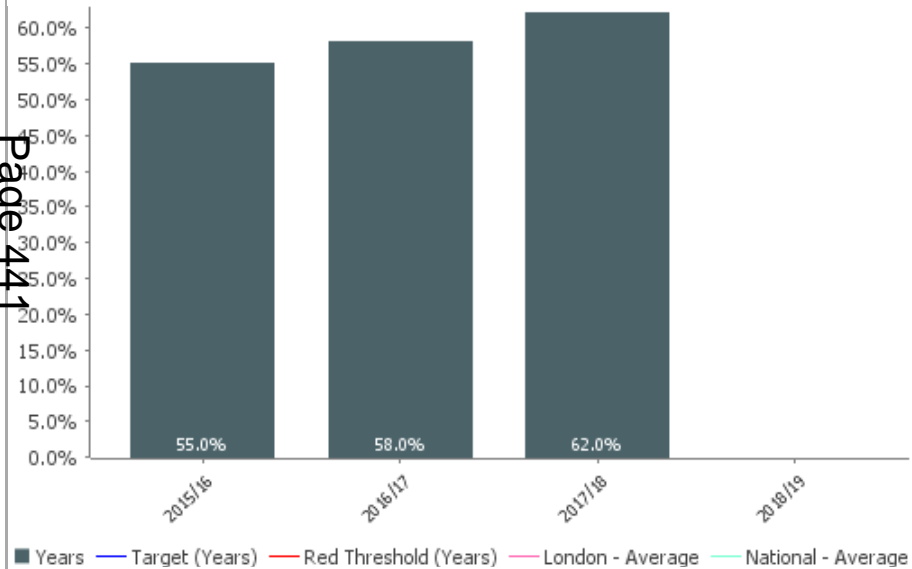


M9.4 Residents' perception of being involved in decision-making

This measure is taken from the council's residents survey and is expressed as the percentage of respondents who agree a great deal or to some extent with the statement 'the council involves residents when making decisions'.

Lead member	Last update			Short term trend arrow	Long term trend (DOT)
Executive Mayor	2017/18			↑	↑
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Chief Executive	Strategic	No		62.0%	Data Only

Performance data trend chart Latest note



The latest outturn relates to the Annual Resident Survey carried out in early 2018 as previously reported to Cabinet.



M9.5 Resident trust in the council

This measure is taken from the council's residents survey and is expressed as the percentage of respondents who trust the council.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Executive Mayor	2017/18			↓	↓
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Chief Executive	Strategic	No		74.0%	Data Only

Performance data trend chart



Latest note

The latest outturn relates to the Annual Resident Survey carried out in early 2018 as previously reported to Cabinet.



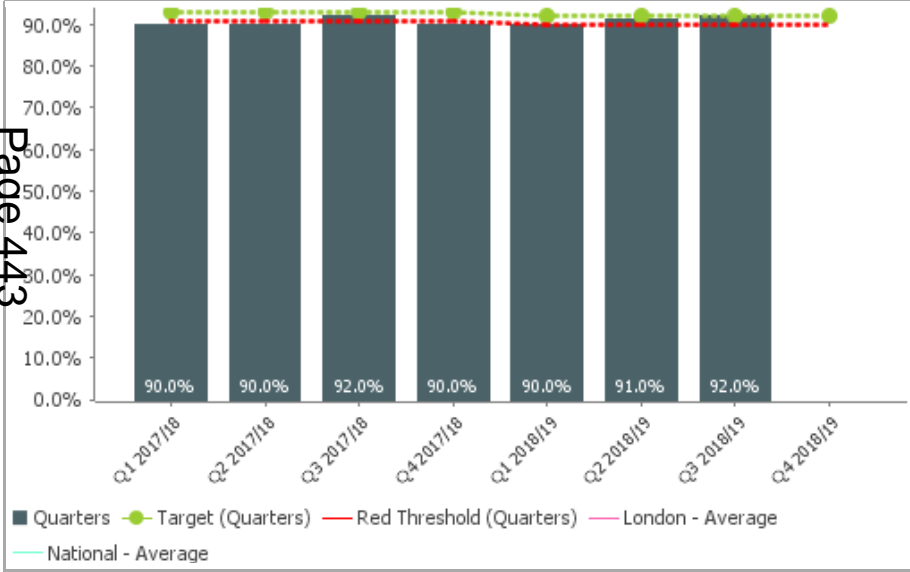
M9.1 Council contact centre customer satisfaction

The council's customer contact centre provides residents with access to core council services and advice. At the end of calls, customers are asked to complete a brief satisfaction survey. This measure looks at the proportion of respondents who rate their customer experience positively. The measure is expressed as a percentage of all respondents and is based on all responses in the quarter.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Culture, Arts and Brexit	Q3 2018/19			↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Customer Services	Strategic	No	92.0%	92.0%	Green

Performance data trend chart

Latest note



This measure is on target.



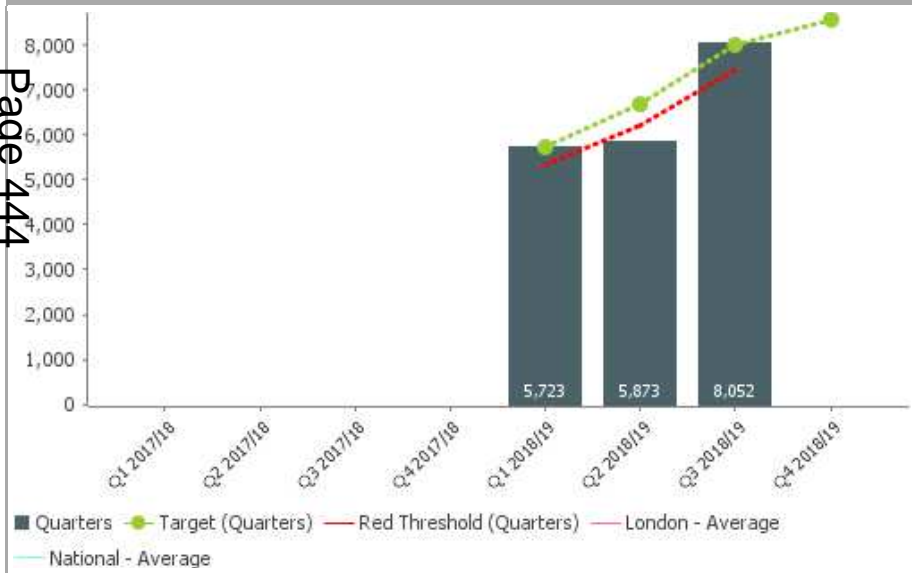
M9.6 Subscribers to the council newsletter

This measure is a snapshot count of the current number of subscribers to the council email newsletter.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Executive Mayor	Q3 2018/19			↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Communications and Marketing	Strategic	No	8,012	8,052	🟢 Green

Performance data trend chart

Latest note



Our residents' email newsletter audience has increased by 37% in the third quarter of 2018/19 following a concerted effort and dedicated resource to drive engagement and grow subscriber numbers. This is a very notable and significant increase when compared to the growth achieved in Q2, which was 3%. The uplift means we have exceeded our target for Q3. Open rates remained steady and in early December we reached a record number of newsletter 'opens' – 6455 people or 55% of subscribers. These results have been achieved through better utilisation of digital and physical channels, on-going cross-channel promotion, events and competitions. This included a pop-up subscribe message on the council and Idea Store websites, which went live in November 2018, and generated a significant spike in new subscribers. It is on-going and continues to drive growth each day. The growth plan will continue into Q4 to ensure we are reaching as many residents as possible, with a continued focus on cross-channel integration, embedding the subscribe box in digital user journeys and bringing more council services into our email platform.

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M9.2 Timeliness of Freedom of Information requests

The council is required to respond to Freedom of Information requests within 20 business days. This measure looks at the percentage of all requests closed within the period which were closed within the required timescale. The measure is calculated for the year to date.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Executive Mayor	2018/19			↓	↓
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Head of Information Governance	Strategic	No	96.0%	84.2%	Red

Performance data trend chart

Latest note



Quarterly performance for Q3 is significantly improved on Q2 having risen from 77% to 89% of requests being responded to on time. This has had a positive impact on the year to date figure which now stands at 84% but remains significantly below the minimum expectation and target. The volume of requests responded to in the period has remained stable. As expected, the improvement was due to new staff becoming more familiar with the process and systems allowing them more time to focus on supporting services to respond in a timely fashion. For November and December, performance exceeded 90% and continues the upwards trajectory since October. The graph shows monthly performance while the overall performance figure shown above is for the year to date.

Strategic plan delivery

RAG	Activity	Latest note
▶	Activity 9.1 We will redesign our services around our customers' needs, consolidating and simplifying the way we do things	Our new digital customer services plan is well underway and has provided opportunities for our customers to undertake transactional activities through a digital medium. Residents can now make an application for Housing Benefits and Council Tax online as well as make any changes to their circumstances.
▶	Activity 9.2 We will improve our customer services by increasing the availability of digital transactions and services, making it easier to contact us by telephone, and provide a greater range of services at our Idea Stores	We will trial our new Local Presence model for face to face customer services at Idea Store Bow for a period of three months between March and June. The trial will be run at the same time as the gradual launch of online services as they become available and by doing so will improve our customers' ability to access other online services. The availability of online services and improved customer facilities at all Idea Stores is still on course to be completed by summer of 2019.
▶	Activity 9.3 We will provide citizens with the skills and tools which will empower and enable community participation	The council is on course to provide citizens with the skills and tools which will empower and enable community participation through its partnership with the voluntary and community sector to embed our social value framework. In addition, the council is seeking to recruit a Social Value Officer to work with internal officers, businesses and the voluntary and community sector to drive forward the Social Framework. Through the Community Insight Network we have facilitated ten events to gain community perspectives into developing our Joint Strategic Needs Assessment (JSNA) which is a joint process between health and social care to identify the current and future health and wellbeing needs of the local population to inform local priorities and decision making.
▶	Activity 9.4 We will identify and use community assets including the skills, knowledge, experience and enthusiasm of residents to shape our priorities and services	The council agreed a framework for the Local Community Fund and for the Voluntary and Community Sector Grants Programme at Cabinet in October. This formed part of the process for replacing the current Mainstream Grants programme in October 2019. At the Co-operate partnership meeting in November, a number of items were discussed, including premises issues, Local Community Fund and GDPR requirements for funded organisations.
▶	Activity 9.5 We will deliver a comprehensive learning and development	We have delivered an extensive Member Induction programme to 28 new councillors and 17 returning councillors, as part of the focus of the council to give them the right tools to support

RAG	Activity	Latest note
	<p>programme for Councillors and provide them with the right tools to support effective decision making</p>	<p>effective decision making and better serve the interests of their constituents. The Corporate Peer Review noted positively the Member induction programme and quoted the feedback as 'excellent.</p> <p>Member learning has been significantly enhanced through the provision of 20 different subject topics to councillors to ensure they have a sound knowledge of the council services and equip them to effectively perform in their role as councillor. This level of learning for members is part of on an on-going drive to develop councillors across the council.</p>



Outcome 10 The council works collaboratively across boundaries in strong and effective partnerships to achieve the best outcomes for our residents

We want to be an effective and efficient council delivering best value across all of our services. We will root out duplication to reduce cost and complexity so that we focus on the things that really matter to our residents.

We will work collaboratively with the Tower Hamlets Strategic Partnership to improve outcomes for local people by pooling our resources and skills and delivering excellent public services. Through the new Tower Hamlets Plan we will focus on tackling inequality by building a strong, inclusive and fair borough with a focus on four themes of good jobs and employment, strong, resilient and safe communities, better health and well-being and a better deal for children and young people.

We will enter into coproduction where we share resources and decision making in an equal and mutual relationship, bringing together professionals, service users, and their families and neighbours to design and deliver public services.

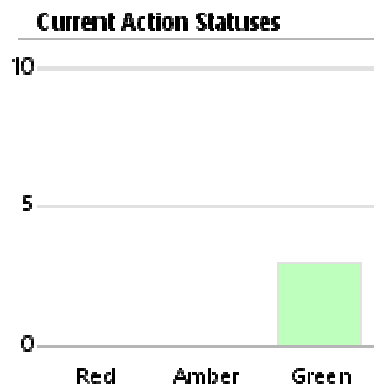
We will use our buying power to commission services that get the best outcomes. Wherever it is practical to do so, and provides value for money, this will be through local providers and those offering the optimum social value to the borough and its residents. We will work with partners to address the digital exclusion of some residents by supporting them to improve their digital skills.

We will continue to support local voluntary and community sector provision of services through better collaboration and supporting them to deliver services.

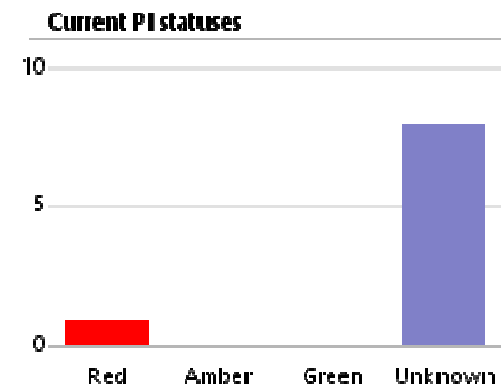
We will continue making the best use of Council assets, progressing the Community Hubs Programme and with a new Town Hall supporting the co-location of services and delivering better outcomes for residents.

Status summary for this strategic outcome

Strategic action status chart




Strategic measure status chart





M10.2 Key Stage 4 (GCSE) - Attainment 8

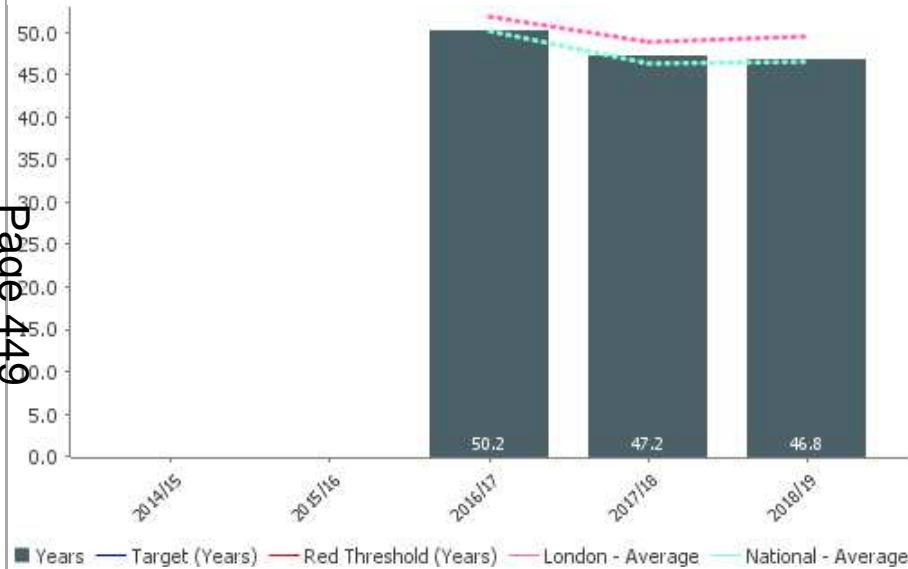
This measure is the average Attainment 8 score per pupil in Tower Hamlets.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Children, Schools and Young People	2018/19			↓	↓
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Education and Partnership	Strategic	Yes		46.8	 Data Only

Performance data trend chart

Latest note


This is the final outturn for the 2017/18 academic year as published by Government in January 2019.





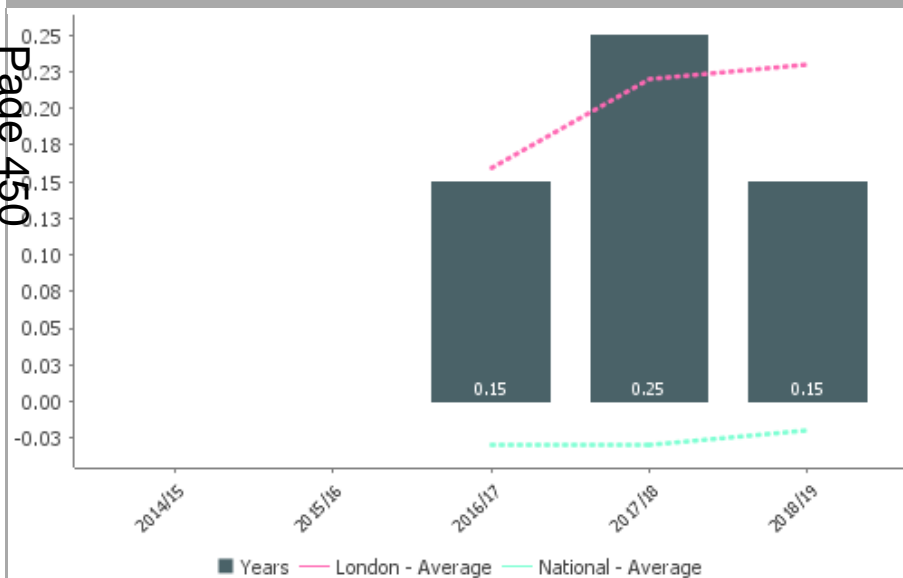
M10.3 Key Stage 4 - Progress 8

This measure is the average Progress 8 score per pupil in Tower Hamlets.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Children, Schools and Young People	2018/19			↓	↓
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Education and Partnership	Strategic	Yes		0.15	 Data Only

Performance data trend chart

Latest note



This is the final outturn for the 2017/18 academic year as published by Government in January 2019.

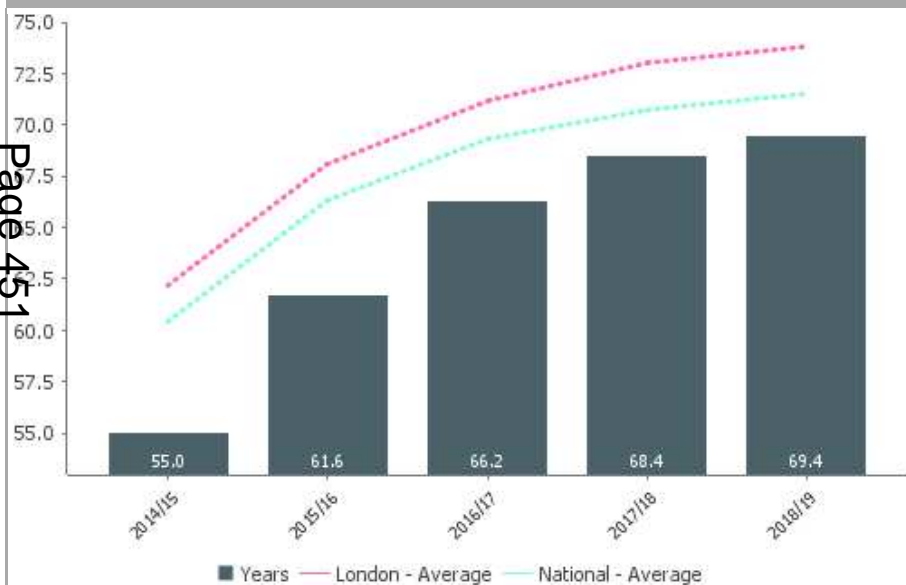


M10.4 Early years development

This measure is a national annual measures for the Early Years Foundation Stage Profile. It looks at the development of young children and the measure is expressed as the percentage of children achieving a Good Level of Development (GLD).

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Children, Schools and Young People	2018/19			↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Education and Partnership	Strategic	Yes		69.4	Data Only

Performance data trend chart






Latest note

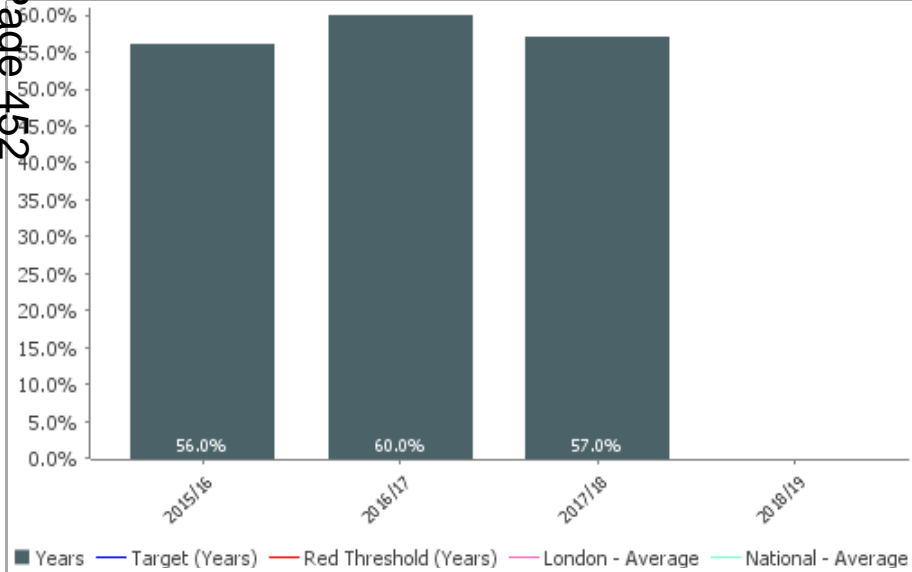
This measure continues to improve year on year in Tower Hamlets but remains behind the London and national average.

 **M10.5 Resident satisfaction with response to Anti-Social Behaviour (ASB)**

This measure is taken from the council's residents survey and is expressed as the percentage of respondents who agree a great deal or to some extent that the police and other local services are successfully dealing with Anti-Social Behaviour (ASB).

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Deputy Mayor and Cabinet Member for Community Safety and Equalities	2017/18				
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Public Realm	Strategic	Yes		57.0%	 Data Only

Performance data trend chart



Latest note

The latest outturn relates to the Annual Resident Survey carried out in early 2018 as previously reported to Cabinet.

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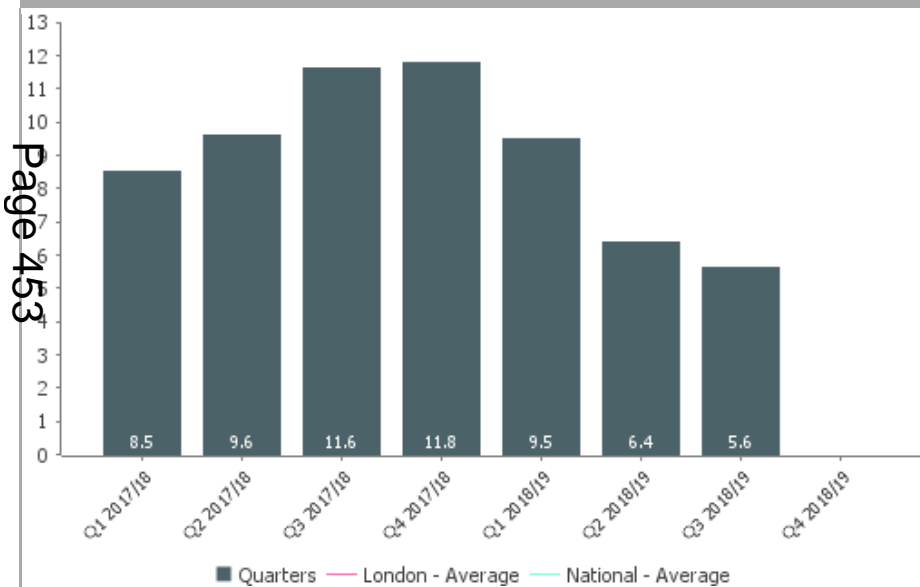


M10.6 Employment rate gap between Tower Hamlets and London

This measure looks at the overall employment rate gap between the borough employment rate and the London average rate, for people aged from 16 to 64 years old. The measure is based on a survey rather than being the actual level of employment based on claimant rates or other measures.

Lead member	Last update			Short term trend arrow	Long term trend (DOT)
Cabinet Member for Work and Economic Growth	Q3 2018/19			↑	↑
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Growth and Economic Development	Strategic	Yes		5.6	Data Only

Performance data trend chart



Latest note

Tower Hamlets' employment rate is 68.9% while the London average employment rate is 74.5%. The gap between the borough employment and the London average rate is 5.6 percentage points. The gap has reduced from 6.4 percentage points since the last reporting period.

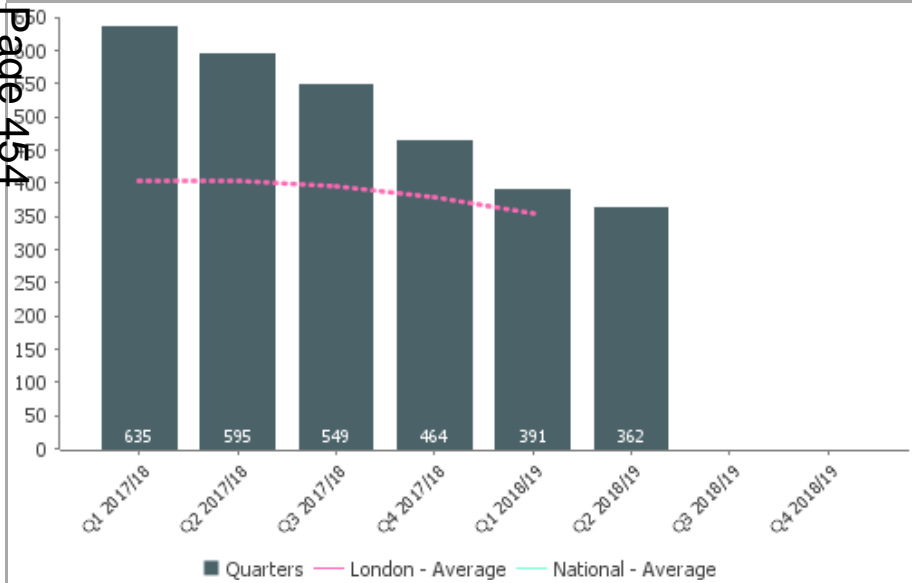


M10.7 First time entrants to the youth justice system

This measure looks at the number of young people who enter the youth justice system for the first time in their lives. The measure is calculated quarterly for that quarter only and is expressed as a rate per 100,000 people in the relevant age group. This standardisation enables comparison to other areas.

Lead member	Last update			Short term trend arrow	Long term trend (DOT)
Cabinet Member for Children, Schools and Young People	Q2 2018/19			↑	↑
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Youth and Commissioning	Strategic	Yes		362	Data Only

Performance data trend chart



Latest note

Data for this indicator is drawn from national policing data to ensure it is in line with national reporting. National policing data is available six months in arrears.

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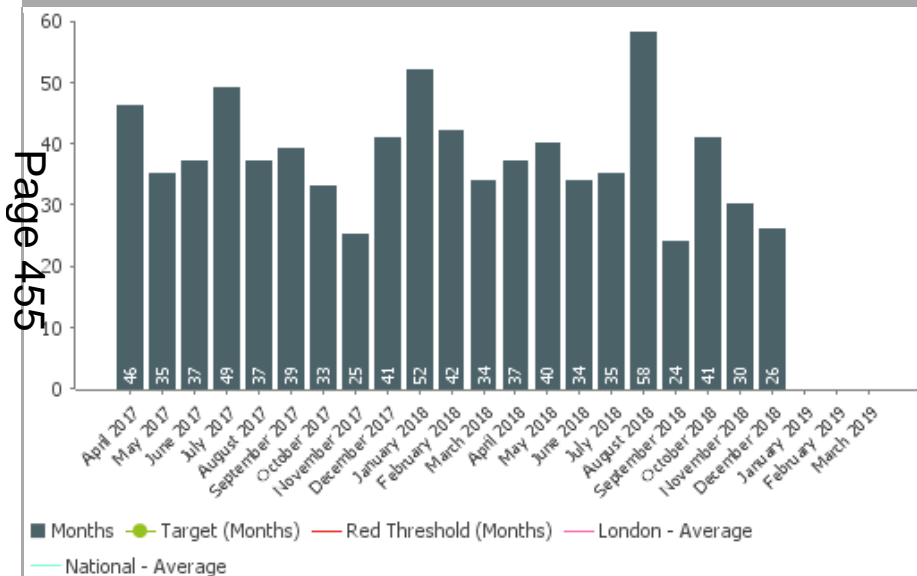


M10.8 Arrests supported by the council's CCTV room

This measure is a monthly count of the number of arrests as a result of the council's CCTV room working jointly with police on the street.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Deputy Mayor and Cabinet Member for Community Safety and Equalities	December 2018			↓	↓
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, Public Realm	Strategic	Yes		26	Data Only

Performance data trend chart



Latest note

This year 324 arrest have been supported so far, compared to 342 in the same period last year.



M10.9 Arrests as part of Operation Continuum

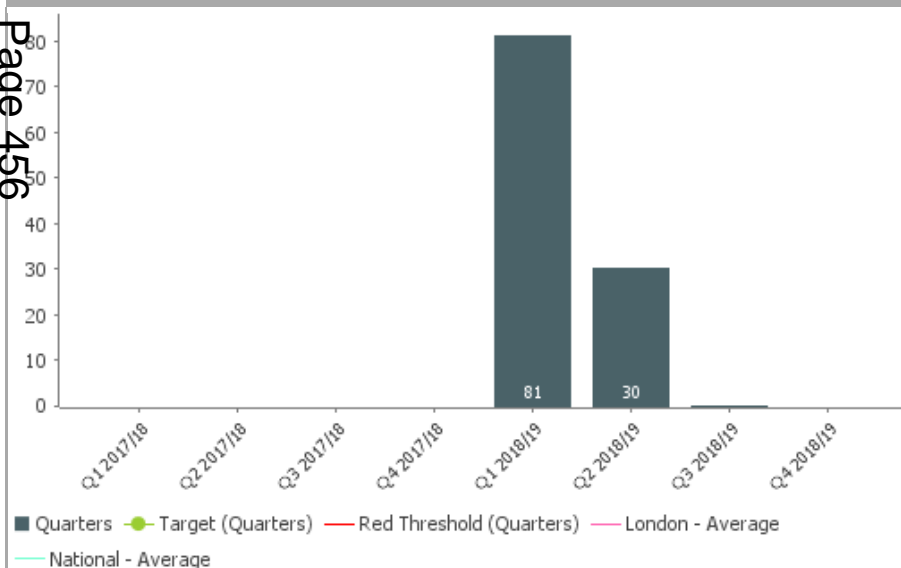
The number of arrests for drug trafficking offences as part of Operation Continuum, our joint operation with the police to tackle drug related crime

Lead member	Last update			Short term trend arrow	Long term trend (DOT)
Deputy Mayor and Cabinet Member for Community Safety and Equalities	Q3 2018/19			↓	↓
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Community Safety	Strategic	Yes		0	Data Only

Performance data trend chart

Latest note

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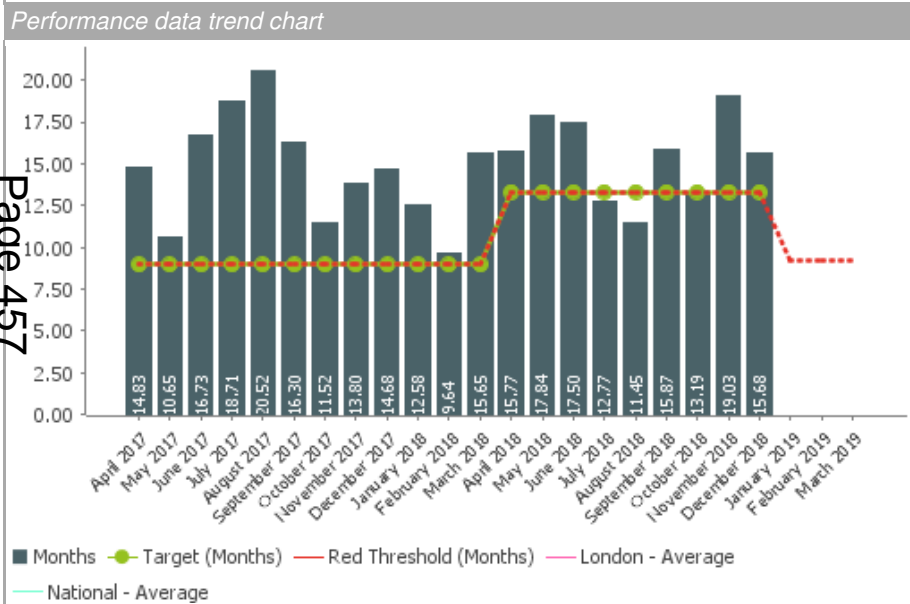


No operations took place under Operation Continuum in quarter 3. Further operations are planned for quarter 4.

M10.1 Delayed transfers from hospital care (average daily bed days)

This measure gives the average daily number of beds in acute hospital care which are occupied by patients who are ready to be discharged. The measure is calculated monthly for the monthly only.

Lead member	Last update			Short term trend arrow	Long term trend (DOT)
Cabinet Member for Adults, Health and Wellbeing	December 2018			↓	↓
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Divisional Director, Adults Social Care Divisional Director, Integrated Commissioning	Strategic	Yes	13.33	15.68	Red



Latest note

The primary causes of delays is the availability of nursing home placements in the borough (and associated difficulties with families accepting out of borough placements for assessment purposes), and complex housing / homelessness situations.

We are undertaking further work on the homelessness / housing issues in January 2019, which we hope will enable us to more effectively work together in this area.

Strategic plan delivery

RAG	Activity	Latest note
▶	Activity 10.1 We will work collaboratively with the Tower Hamlets Strategic Partnership to develop and deliver the Tower Hamlets Plan	<p>We have delivered on our commitment to organise two Partnership summits focused on the priorities of the Tower Hamlets Plan.</p> <p>In addition, we have also achieved our commitments set out in the Tower Hamlets Plan focusing by drawing on the expertise of key partnership agencies across the borough to look at what options there are within the borough to reprioritise and align expenditure for the purposes of effectiveness of outcome.</p> <p>The Brexit Commission has completed most of its work and has delivered three road shows in the community. The report is due to be launched during the second week of February at a launch event.</p>
▶	Activity 10.2 We will continue to deliver the Community Hub programme (through start on site at both Raines and Granby Hall) and start construction on the new Town Hall	<p>We have now appointed a main contractor to start building works on the new Town Hall. Work will start on site in January 2019, ready for our move in 2022.</p> <p>Work is progressing on our two new Community Hubs at Raines House and Granby Hall. External work will start at our Raines House site in January and at the end of January / early February for Granby Hall.</p>
▶	Activity 10.3 We will continue to deliver integrated care through the Tower Hamlets Together Partnership	<p>The Tower Hamlets Together Partnership (THT) has focused on strengthening its governance arrangements, communicating its vision and plans to all staff working locally in the health and social care system, and delivering its programme of work across its three work streams.</p>



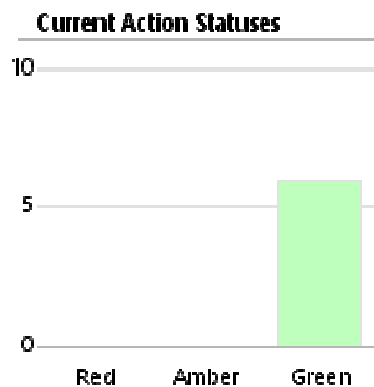
Outcome 11 People say we continuously seek innovation and strive for excellent to embed a culture of sustainable improvement

As our funding from central government continues to reduce we need to make sure that we use our resources even more effectively than we do now and constantly challenge the way we do things. We have made significant progress on our improvement journey over the past three years. We have put into place robust arrangements to improve services and strive towards excellence. Our organisational change programme is focused on giving our staff the right skills and tools to embrace a rigorous approach on achieving outcomes for our residents.

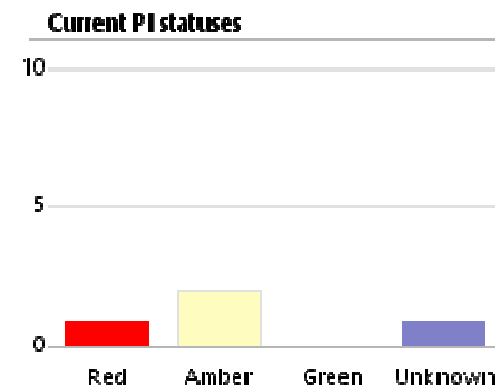
Now is the time to build on those foundations and accelerate the pace of change and innovation. This means embedding Best Value into everything we do, learning from our recent Local Government Association Corporate Peer Challenge, and continuing to work towards an improved Ofsted rating for Children's Services.

Status summary for this strategic outcome

Strategic action status chart




Strategic measure status chart



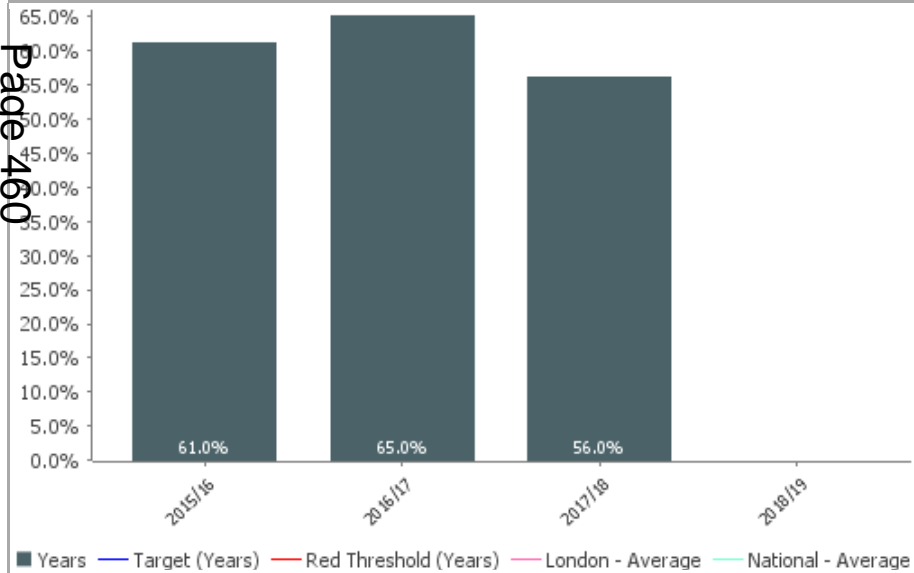


M11.4 Resident view of the council doing a better job than a year ago

This measure is taken from the council's residents survey and is expressed as the percentage of respondents who agree a great deal or to some extent that the council is doing a better job than a year ago.

Lead member	Last update			Short term trend arrow	Long term trend (DOT)
Executive Mayor	2017/18			↓	↓
Lead officer	Type	Contextual measure	Target	Actual	RAG rating
Chief Executive	Strategic	No		56.0%	 Data Only

Performance data trend chart



Latest note

The latest outturn relates to the Annual Resident Survey carried out in early 2018 as previously reported to Cabinet.

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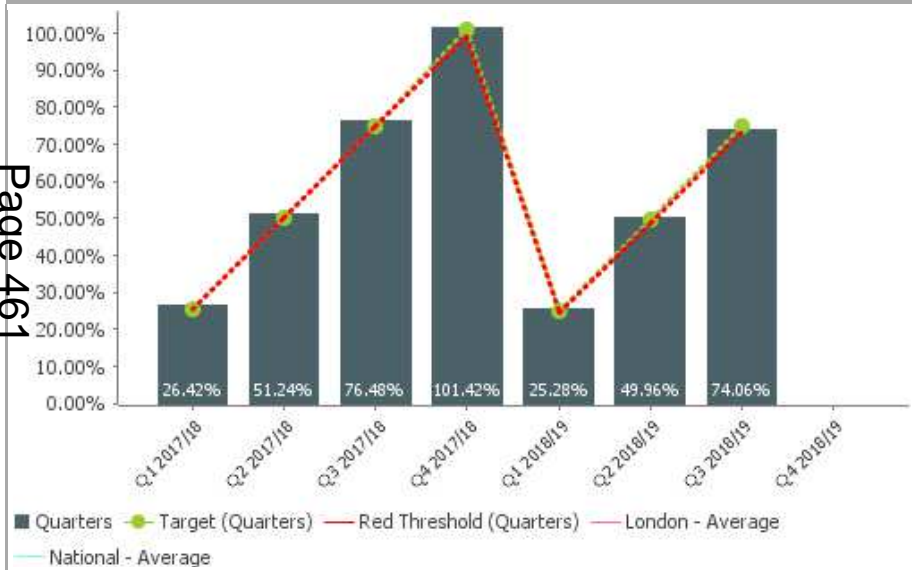
M11.1 Council Tax collection

This measure looks at the amount of council tax collected at certain points in the year. It is a cumulative total for the year expressed as a percentage of the budgeted (expected) Council Tax income for the year.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Resources and the Voluntary Sector	Q3 2018/19			↓	↓
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Head of Revenue Services	Strategic	No	75.00%	74.06%	Amber

Performance data trend chart

Latest note



The “in year” collection rate is marginally up on last year but the Council Tax base is still slightly below anticipated growth. Work has been done with the Valuation Office Agency (VOA) to speed up the process of valuing new properties and the estimated Tax base is expected to be achieved by year end. This, together with the increased collection performance on arrears, does indicate that the budgeted income levels will be achieved.

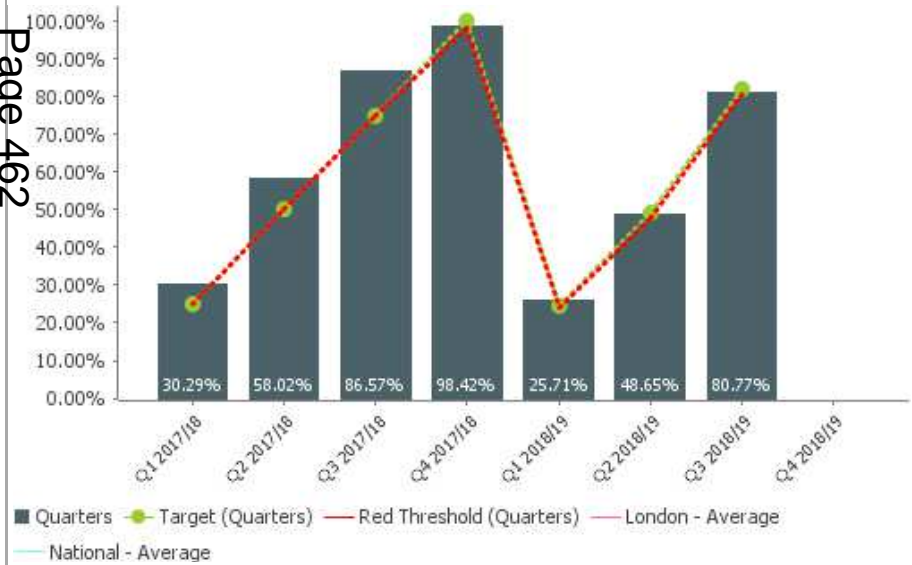
M11.2 Business Rates collection

This measure looks at the amount of business rates collected at certain points in the year. It is a cumulative total for the year expressed as a percentage of the budgeted (expected) business rates income for the year.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Resources and the Voluntary Sector	Q3 2018/19			↓	↓
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Head of Revenue Services	Strategic	No	82.00%	80.77%	Amber

Performance data trend chart

Latest note



In year collection rates are holding up well and latest reports on provisions required to meet appeals have been revised down. This means that although we have suffered quite large losses in rateable value due to two changes in how valuations are carried out, the end of year budgeted income level remains on target.

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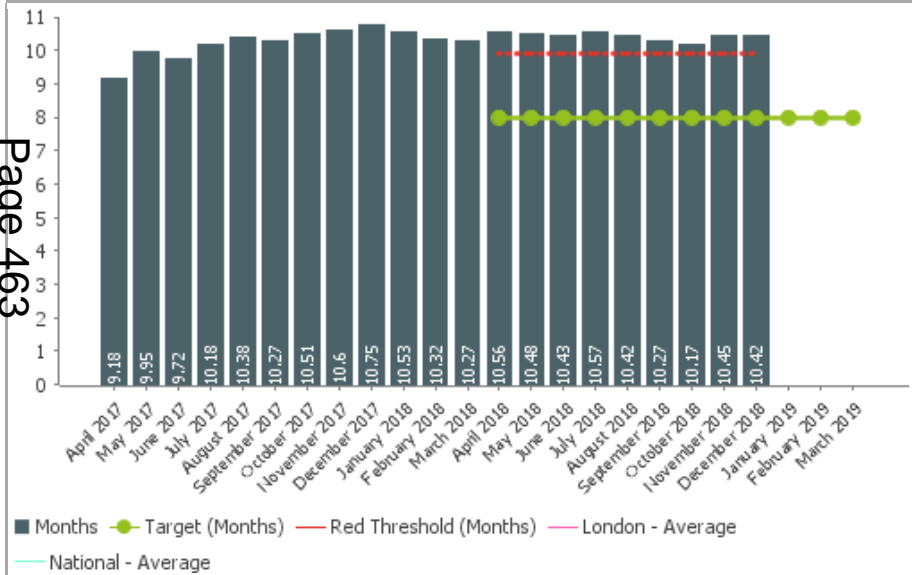


M11.3 Staff sickness absence

This measure looks at the average number of sickness absence days per full-time equivalent employee over the past 12 months. The measure is reported monthly as a rolling 12 month figure.

<i>Lead member</i>	<i>Last update</i>			<i>Short term trend arrow</i>	<i>Long term trend (DOT)</i>
Cabinet Member for Resources and the Voluntary Sector	December 2018			↑	↑
<i>Lead officer</i>	<i>Type</i>	<i>Contextual measure</i>	<i>Target</i>	<i>Actual</i>	<i>RAG rating</i>
Divisional Director, HR and Transformation Head of HR, HAC and Childrens	Strategic	No	8	10.42	Red

Performance data trend chart



Latest note

In order to ensure compliance with the sickness procedure managers should be conducting return to work meetings with their employees after every period of absence and the Outcome Based Accountability measures have been designed to capture this information.

We are currently reviewing our whole wellbeing package and employees are encouraged to take personal responsibility for their own health and wellbeing and a number of useful tools have been made accessible through the Tower Hamlets Wellbeing Zone.


We ran a successful flu vaccination programme with our Occupational Health provider during October and November 2018. This may prove positive in the final quarter of 2018/19 Infections, cold and flu etc. which is the third highest reason for absence.

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Strategic plan delivery

RAG	Activity	Latest note
▶	Activity 11.1 We will work smarter together to become a dynamic outcomes-based organisation that delivers excellent services with fewer resources, using insight and intelligence to inform our decisions	<p>Our draft vision for how we will become a dynamic outcomes-based council by 2022 has been set out in the corporate Target Operating Model which will be signed off in January 2019. The corporate outcomes framework is being finalised and we are now piloting the approach to outcomes based budgeting in preparation for the 2020/2021 budget setting.</p> <p>A number of reviews of front line services are being undertaken to enable us to deliver our services in a more outcomes-oriented way. Alongside this the Support Services Programme is working on 9 different projects to improve our customer contact and support services including work to centralise staff and improve the customer experience at the 'front-door'. Work to modernise the council's core ICT services also continues following the completion of the rollout of Wi-Fi across council buildings and the move to a multi-sourcing model for the council's key contracts.</p> <p>The feedback of the December monitoring visit conducted by Ofsted was that significant progress had been made in our support for looked after children and care leavers. We anticipate that the re-inspection of Children's Social Care will take place within the next 9 months and certainly within 6 months of the final monitoring visit. Getting to 'Good' is an ambitious target but the feedback from Ofsted indicates that this is the right challenge to be setting ourselves.</p>
▶	Activity 11.2 We will continue to ensure that our workforce is diverse, reflects the people we serve, and has the right tools to deliver excellent services to our residents	<p>The council has continued to make sure that our workforce is diverse and reflects the people we serve, which is reflected in a completed Gender Pay report and information produced in relation to pay and ethnicity & pay and disability. The purpose of the report is to monitor our commitment to our equalities and ensures compliance with our equality obligations.</p> <p>A mark of the council's success in terms of ensuring that the workforce has the rights tools to deliver excellent services to our residents, is that the council has appointed a provider to deliver Level 3 and 5 Leadership and Management qualifications. 13 places have been offered on the Level 3 apprenticeship programme and 15 on the Level 5.</p>
▶	Activity 11.3 We will undertake activities which see Tower Hamlets recognised nationally and locally as an inclusive	<p>The council is aiming to be recognised nationally as an inclusive employer that recruits develops and supports staff from different backgrounds. As part of this process, the council takes part in the annual Stonewall Workforce Equality initiative and we submitted our return in September 2018.</p>

RAG	Activity	Latest note
	employer that recruits, develops and supports staff from different backgrounds	In addition, the council was successfully reassessed as a Disability Confident Employer in September 2018 and is keen to apply for Disability Leader status. The next step will be to prepare for a self-assessment to undergo an independent evaluation.
▶	Activity 11.4 We will build on our continuing journey of innovation, excellence and improvement by embedding Best Value improvements into service delivery and by developing a new way of measuring how we are performing as an organisation	<p>The new Mayoral Improvement and Transformation Board met in December for the first time. At this meeting, a work programme, terms of reference and a Peer Review Action Plan have were agreed, which have at their core the need to drive and embed best value improvements into service delivery.</p> <p>The Overview and Scrutiny committee has begun implementation of its work programme, agreed in September, and focuses on the chair's three priorities: educational aspiration, employment aspiration and community safety. By focusing on these three key areas, we are improving the ambitions of Tower Hamlets residents by making it a place where we strive for excellence and improvement whilst also focusing on basic needs.</p> <p>In addition, we have achieved a number of campaign activities that focus on the quality and range of our communications to our customers. An example of this is the Big Clean Up, which we have successfully delivered for the Fifth time. We have also raised the profile of the borough as an innovative council through generating significant positive media coverage on a local and national level when we promoted the President's Award to a member of the Fostering Network.</p>
▶	Activity 11.5 We will protect our resources by carrying out anti-fraud measures to tackle tenancy, parking and other types of fraud	We have run two counter fraud campaigns as part of our anti-fraud measures to tackle tenancy, parking and other types of fraud.. A third campaign is currently being developed with colleagues from tower Hamlets Homes. Our anti-fraud staff are analysing data on a day-to-day basis.
▶	Activity 11.6 We will develop a medium-term financial strategy (MTFS) and associated saving and investment proposals to take account of the impact on our local Council Tax payers of any changes to the level of Council Tax	As part of our work to develop a medium-term financial strategy (MTFS) and associated savings, we have carried out a comprehensive consultation exercise on the council's budget proposals with the borough's residents. The council has made significant savings - £176m since 2010 - but has continued to find ways to deliver cost effective services and generate income from additional sources.

<p>Cabinet</p> <p>27th February 2019</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Corporate Director of Resources</p>	<p>Classification: Unrestricted</p>
<p>Revenue & Capital Monitoring 2018-19 Quarter 3 (Period 9) –December 2018</p>	

Proposed Decision Path (indicate) – Delete Section Before Publication:

	Step [Delete as applicable]	Date
DLT Level (Tier One)	DLT	December
CLT	CLT	January
	MAB	16 th January

Proposed Decision Path (indicate) – Delete Section Before Publication:

Lead Member	Councillor Ronald, Cabinet Member for Resources
Originating Officer(s)	Kevin Miles – Chief Accountant
Wards affected	N/A
Key Decision?	N/A

Executive Summary

This report introduces the Monthly Budgetary monitoring report for Quarter 3 (Period 9), Most outturn figures are based on period 8 projections except where new information has been made available and projections have been revised accordingly. 'Budget to Date' and 'Actual to Date' figures reflect the P9 position.

It includes details of the Revenue and Capital outturn position, the projected position of the Housing Revenue Account and outlines progress made against Savings targets.

THIS SECTION TO BE DELETED BEFORE PUBLICATION

Decision Type

Key Decision?	Urgent Decision?	Exempt from Call-In?	Restricted Report or Partially Restricted (e.g. appendix)?
No	No	No	No

*If the answer is yes make sure the forthcoming decision on the website states this or else the decision cannot be taken.

Guidance Documents

Further details on the procedure for Urgent Decisions can be found in the [Intranet Library](#) and the Guide to Report Writing [guidance note](#).

Specific Issues for Pre-Decision Meetings

(Officers may use the following table to add points of note for internal meetings such as CLT, MAB or DMTs. Content can be deleted at any stage and, in any case, will be before publication for the decision making meeting.)

Directorate Leadership Team
Corporate Leadership Team
Mayor's Advisory Board
Communications

THIS SECTION TO BE DELETED BEFORE PUBLICATION

Recommendations:

The Mayor in Cabinet is recommended to:

1. Note the Council's projected outturn position against General Fund, Dedicated Schools Budget and HRA budgets agreed for 2018-19, based on information as at the end of December as detailed in the Appendices.
2. Note the summary savings position.

In respect of the new capital scheme proposals (Annex 1-2)

3. Subject to the review and agreement of the Capital Board and member approval, note the increases for schemes identified in Annex 1 and the new schemes set out in Annex 2 of the attached budget monitoring report.

1. REASONS FOR THE DECISIONS

- 1.1. The Council could choose to monitor its budgetary performance against an alternative timeframe but it is considered that the reporting schedule provides the appropriate balance to allow strategic oversight of the budget by members and to manage the Council's exposure to financial risk. More frequent monitoring is undertaken by officers and considered by individual service Directors and the Council's Corporate Leadership Team (CLT) including approval of management action.
- 1.2. To the extent that there are options for managing the issues identified these are highlighted in the report in order to ensure that members have a full picture of the issues and proposed solutions as part of their decision making.

2. ALTERNATIVE OPTIONS

- 2.1. The regular reporting of Revenue and Capital Budget Monitoring information through the year and the preparation of the provisional outturn position after the year end provides detailed financial information to members, senior officers and other interested parties on the financial performance of the Council. It sets out the key variances being reported by budget holders and

the management action being implemented to address the identified issues.

- 2.2. Further information across the Council's key financial activities is also included to ensure that CLT and Members have a full picture to inform their consideration of any financial decisions set out in this report and also their broader understanding of the Council's financial context when considering reports at the various Council Committees.
- 2.3. Set alongside relevant performance information it also informs decision making to ensure that Members' priorities are delivered within the agreed budget provision.
- 2.4. It is important that issues are addressed to remain within the approved budget provision or where they cannot be contained by individual service management action, alternative proposals are developed and solutions proposed which address the financial impact; CLT and Members have a key role in approving such actions as they represent changes to the budget originally set and approved by them.

3. DETAILS OF THE REPORT

- 3.1. On the 21st of February 2018 the council considered and agreed the Revenue Budget and Council Tax for 2018-19; and a capital programme showing resources available for investment in assets and infrastructure for ten years until 2027-28. The Council also agreed the Housing Revenue Account (HRA) budget from 2018-19 which includes the rent setting and other charges.
- 3.2. The net budget requirement for 2018-19 has been set at 343.7m. The MTFP indicates a balanced budget for 2018-19, which includes delivering savings of £23.8m (£18.3m for 2018-19, and £5.5m slippage from previous years) and anticipates the Council will still need to deliver further annual savings of £13.2m and £9.0m in 2019-20 and 2020-21 respectively.
- 3.3. General Fund is projected to show an overspend £0.5m after the application of reserves and corporate contingency. The HRA has scaled back its projected outturn and now expects to make a £4.2m surplus, against a revised budgeted surplus of £7.4m.
- 3.4. There are ongoing significant pressures in Children's Services which could result in an overspend, much of which is attributable to social care.

- 3.5. The Place directorate is forecasting a overspend position of approximately £1.2m though most of this is mitigated by Parking income (£1.0m). Other areas of potential overspend are the subject to the application of earmarked reserves.
- 3.6. Corporate costs and capital financing (including the corporate contingency) is projected to be £6.5m underspent.

4. EQUALITIES IMPLICATIONS

- 4.1. The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to:
- Tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
 - Advance equality of opportunity between people who share those protected characteristics and people who do not;
 - Foster good relations between people who share those characteristics and people who do not.
- 4.2. This report provides an update on the Council's Monthly Budgetary monitoring for Quarter 3 (Period 9) following the Council's approval of the revenue budget in February 2018.
- 4.3. Any actions undertaken by the Council are likely to have an impact on residents in the Borough who share a protected characteristic. Therefore any such decision will be subject to an equality analysis prior to a decision to implement is made.

5. OTHER STATUTORY IMPLICATIONS

- 5.1. This section of the report is used to highlight further specific statutory implications that are either not covered in the main body of the report or are required to be highlighted to ensure decision makers give them proper consideration. Examples of other implications may be:
- Best Value Implications,
 - Consultations,
 - Environmental (including air quality),
 - Risk Management,
 - Crime Reduction,
 - Safeguarding.
- 5.2 There are no other statutory implications contained in this report

6. COMMENTS OF THE CHIEF FINANCE OFFICER

- 6.1. The attached report is primarily financial in nature and the financial implications of the issues raised have been included in the main report.

7. COMMENTS OF LEGAL SERVICES

- 7.1. The Council is required by section 151 of the Local Government Act 1972 to make arrangements for the proper administration of its financial affairs. The Council's chief finance officer has established financial procedures to ensure the Council's proper financial administration. These include procedures for budgetary control. It is consistent with these arrangements for the Cabinet to receive information about the revenue and capital budgets as set out in this report.
- 7.2. The report also requests the allocation of various sources of funds and the delegation of the authority to spend those funds. The Council has the legal powers to carry out the various items of work both for the provision of housing and for the improvement of facilities (such as the health facility) in the Borough.
- 7.3. The Council has the duty to achieve Best Value in terms of economy efficiency and effectiveness in the delivery of its services and the expenditure of its resources. The report details that the expenditure of the money will be based upon competitive exercises performed either individually or through the use of pre-existing framework agreements. The methodology of the particular framework to be used will need to be checked by Legal Services in order to ensure that the use of the particular framework satisfies the Council's European Law obligations, but ostensibly the award of contracts under a competitive procedure will demonstrate Best Value.
- 7.4. It is anticipated that the contracts resulting from the competitive exercises will include appropriate clauses to allow the Council to monitor the delivery of the contracts. This will allow the Council to ensure the quality of the Works and Services meets the tendered level and also safeguard Best Value.
- 7.5. It is clear that some of the schemes are likely to have an impact on people who have a protected characteristic for the purposes of the Equality Act 2010. Therefore, the Council will have to perform equality assessments in respect of each scheme whilst the decision making process as regards the detail of each scheme is still at a formative stage. It is likely in part at least, that it will be necessary for the Council to carry out consultation exercises in order to properly understand the impact of the schemes on persons with a protected characteristic and thereby to comply with the Council's Equality Act duties

Linked Reports, Appendices and Background Documents

Linked Report

- None

Appendices

Appendix 1 – Directorate Summary Report

Appendix 2 – Control Budget

Appendix 3 – Savings Tracker Summary and Detail

Appendix 4 – Mayoral Priorities

Appendix 5 – Capital Schedule

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

- None

Officer contact details for documents:

- N/A

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Corporate Budget Monitoring Report

Quarter 3 2018-19

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Circulated to	Cabinet
Date	27th February 2019
Classification	Unrestricted
Report of	Corporate Director of Resources
Lead Member	Cllr Ronald, Cabinet Member for Resources and the Voluntary Sector
Originating Officer(s)	Kevin Miles, Chief Accountant
Wards affected	All Wards
Key Decision?	No

General Fund Outturn variance £0.5m overspend

DSG Outturn variance £4.6m overspend

Housing Revenue Account (HRA) £3.2m overspend

£m	2018-19 Outturn Variance			2018-19 Annual Figures		Figures to 31st Dec 2018	
	Estimated impact on General Fund GF/ DSG/ HRA	Variance before reserve adjustments	Contribution to /(from) Reserves	Current Budget ⁽¹⁾	Forecast Outturn Position	Budget to Date	Actual
Children's (GF)	6.7	6.7	(0.0)	98.3	105.0	73.7	91.0
Resources	1.1	11.3	(10.2)	20.6	31.9	15.1	26.6
HA&C	(1.0)	(1.7)	0.7	140.8	140.1	105.6	95.9
Place	0.2	0.2	-	66.1	66.3	49.5	55.2
Governance	-	1.0	(1.0)	14.4	15.4	10.8	14.6
Corporate	(6.5)	(2.8)	(3.7)	3.5	(0.3)	2.6	5.3
General Fund	0.5	14.7	(14.2)	343.7	358.4	257.3	288.6
Ringfenced - Items							
Children's (DSG)	0	4.6	(4.6)	0.0	4.6	0.0	125.4
Public Health	0			0.0	0.0	0.0	0.0
HRA	0	3.2	(3.2)	(7.4)	(4.2)	(5.6)	(8.7)
Overall Position	0.5	22.5	(22.0)	336.3	358.8	251.7	405.3

Conventions: The use of brackets denotes either an income budget or a positive variance (underspend).

Note 1: The current budget reflects the original budget approved by Members in February 2018 adjusted for any subsequent approved budget virements. The budget history is included as Appendix 1.

In February 2018 the Council approved a revenue budget of £343.7m which was to be financed by external funding sources such as Council tax, business rates; grants and drawdown from the Council's Earmarked and General Fund reserves.

The current position is estimated to be a £0.5m overspent on the general fund after the application of £11.5m from reserves and the corporate contingency.

The HRA is currently projected to show a reduced surplus of 4.2m against a projected surplus of £7.4m this is because the actual depreciation charge for non-dwellings is significantly higher than budget. The overall effect of the higher charge is that revenue resources (via depreciation) are moved into the Major Repairs Reserve to finance capital expenditure on maintaining the Council's existing HRA stock.

The MTFP outlined for 2018-19 approved savings of £18.3m in order to deliver a balanced budget. An additional £5.5m relating to slippage from previous years must also be achieved. Therefore in total £23.8m of savings are to be delivered.

Quarter 3 in two sentences and five numbers

This report shows the Quarter 3 position (as at the end of December) for the financial year. Forecasts show an overspend on the general fund of £0.5m. This is in line with the position reported to members at the end of September.

£0.5m Overspend on General Fund: after application of Transformation Reserve.

£23.8m Savings: our total savings requirement for the current year taking into account slippage from earlier years'; we believe that £6.2m will slip into future years and that around £2m is at risk.

£165m Approved Capital budget; we are currently projecting a spend position at the end of the financial year of £137m.

£580m Collectable income: Total we expect to collect in total for Council Tax and Business Rates

£369m Treasury Investments: a strategy for delivering additional income which was included in the budget proposals is well advanced.

Outturn variance £6.7m General fund overspend

Outturn variance £4.6m DSG overspend

£m	Outturn Variance			Annual Figures		Figures to 31 st Dec 2018	
	Estimated impact on General Fund (GF)	Variance before reserve adjustments	Contribution to/(from) Reserves	Current Budget ⁽¹⁾	Forecast Outturn Position	Budget to Date	Actual
Children's (GF)	6.7	6.7	0.0	98.3	105.0	73.7	91.0
Children's (DSG)	0	4.6	(4.6)	0.0	4.6	0.0	125.4

The general fund is projected to be overspent by £6.7m. Most of this overspend is within Youth Services and Commissioning - £2.1m, Children's Social Care - £2.1m, Early Years - £1.3m and Children's Resources £1.0m.

We continue to develop work to address the challenges highlighted for improvement following the Ofsted report in April 2017. This work is now beginning to positively impact on practice and systems which has enabled a reduction of spend and pressures within Children's Social Care. We are now heading towards the end of this 2 year plan which identifies a one-off £4.2m cost which will be met by Council Reserves subject to meeting certain targets. Work to review and re-design our placement sufficiency and strengthen our recruitment and retention are now demonstrating that spend is reducing and positively impacting on financial pressures. The net forecast includes the £2.3m balance to be drawn down in 2018-19.

Details of the significant variances on the General Fund are shown below.

(in numerical descending order)	Over £m	Variance commentary
Contract Services Full review of service	1.4	Options for the future delivery of Contract Services were presented to the Mayor in August 2018. This review included several recommendations intended to reduce pressures on the budget for this service, including withdrawal of Secondary school catering, withdrawal from schools contract cleaning, a review of adults' welfare meals, and a review of primary schools SLAs. The Mayor has not yet made any decisions based on this review.
Early Years Unachievable Savings	1.3	These savings are unachievable in 2018-19 due to pressures on Early Years budgets. The services are investigating where alternative to savings can be made.
Children's Social Care Staffing Agency workers – pressure reducing as permanent staff are recruited.	1.1	Much work has been undertaken over the past 12 months to put in place arrangements to reduce the numbers of agency Social Workers and to recruit and retain our own staff. The launch of the Social Work Academy and our continuing work with regard to the recruitment of experienced staff have had a positive impact on ensuring that staff turn-over is much reduced. However we are still require a number of Agency Social Workers to maintain a level of experience and knowledge so that our more complex work can be allocated to those staff with the appropriate level of experience. Therefore, although staff cost pressures are reduced, they will continue for the next 12 months.
Looked After Children (LAC) Placements Work continues to reduce high cost placements	0.9	The forecast for the placement budget is based on LAC modelling and sufficiency strategy outcomes. The forecast has increased by £0.4m since Q1, but there has been a reduction of £0.9m in costs since 2017/18 outturn. These reductions have been achieved through the setting up of a regular Panel that scrutinises applications into care and prioritises placements within our own

cohort of foster-carers. LAC Placements have increased by 38 from 316 in November 2017 to 354 in November 2018. Current pressure on numbers is due to 4 large sibling groups recently entering care and the rise of Unaccompanied Asylum Seeking Children (UASC) clients (costs are partially offset by income by the Home Office).

Special Educational Needs
Continued increase of transportation costs

0.6 The increased numbers of pupils with Education, Health & Care Plans (EHCPs) qualifying for transport continues to leave the budget under-resourced in relation to the need. A further growth bid was submitted for this financial year to reduce the financial impact of the predicted over spend. Transport both home to school and external transport costs have accelerated over the last couple of years, due to the increased uptake for both services, child numbers continue to rise do service provision costs (fuel). A transport spending review across Children and Adult Services is currently underway, and this will not be completed until the end of 2018-19. The re-tendering process for delivery of the service was carried out over the Summer and the increased numbers have already identified the need for further investment in an additional 30 seater coach. The School Transport Advisory Group is being convened to enable all stakeholders to discuss improvements to the delivery of the service.

Free School Meals

0.5 A working group is reviewing the terms and conditions for the Mayors Free School Meal Programme. The introduction of a Memorandum of Understanding (MoU) between LBTH and Primary schools will set conditions, which is expected to reduce the ongoing pressure. One of the conditions will refund schools for actual meals served as opposed to the current process of using schools census numbers. Until this is implemented there needs to be a discussion on whether the pressure will be funded corporately.

School Redundancies

0.4 These costs associated with LA school employee redundancies are increasing as schools restructure to meet budget pressures. There needs to be a discussion on whether the pressure will be funded corporately.

Building and Technical services

0.3 This overspend is the cost of providing security and NNDR charges for vacant buildings.

PFI

Building schools programme – A number of schools are reporting pressures to budgets as a result of the payments due for the PFI. Detailed work around the extent of the pressures across Grouped Schools is currently being undertaken. One of the key drivers for the pressures relates to pupil numbers coming in lower than had been originally forecast. This drove the design specification of the PFI sites, therefore resulting in a situation where a number of schools are receiving lower than forecast pupil funding, whilst having unoccupied PFI buildings/classrooms which need to be paid for.

The Dedicated Schools Grant (DSG)

£m

Variance commentary

High Needs Block (HNB)

2.9 This budget is under significant pressure; last year the overall block had an in-year overspend of £1.424m which was supported by the DSG carried forward reserves. There continues to be significant growth in demand for Education Health and Care Plans (EHCPs) and in the complexity and cost of SEN provision across the whole age range. This growth mirrors the national position and is expected to increase further with a projected 28% increase in Plans over the next 10 years.

Action taken to address the pressures includes increasing in-borough provision and developing the Special Educational Need and Disability Strategy, The High Needs working group will make their recommendations in January 2019 to reduce costs over the next 3 years.

Local Authority Day Nurseries (LADN)

0.8 A proposal to close the LADNs was agreed by Cabinet on 27th September. This means there will be a budget pressure this financial year and a

pressure in the next financial year of circa £0.450m.

Early Years Block (EYB) 0.3 The DSG EYB budget and forecast are based on the DfE's expected attendance hours at the January 2017 census data and an estimate of the take-up of the additional 15 hours available to working parents. The DfE will recalculate the amount of DSG due to the Authority in July 2019 based on the January 2018 and January 2019 census data.

Schools Block (SB) There is currently an anticipated underspend in the Schools Block (£0.6m) in relation to the growth fund and contingency elements which have not been fully utilised.

Outturn variance £1.1m overspend

£m	Outturn Variance			Annual Figures		Figures to 31 st Dec 2018	
	Estimated impact on General Fund (GF)	Variance before reserve adjustments	Contribution (to) / from Reserves	Current Budget ⁽¹⁾	Forecast Outturn Position	Budget to Date	Actual
Resources	1.1	11.3	(10.2)	20.6	31.9	15.1	26.6

The Resources directorate has a net budget of £20.6m. It is currently forecasting an outturn of £31.9m of which £10.2m of funding has been previously approved from the ICT Transformation Reserve leaving a potential directorate overspend of £1.1m.

Details of the areas at risk of overspending are summarised below.

(in numerical descending order)	Over £m	Variance commentary
Corporate Finance Delayed implementation and agency cover	0.7	The service has a savings target of £1m that needs to be delivered through a service review and restructure. The restructure has started and is in the Consultation Phase but slippage of c.£700-800k is expected.
Customer Access Historic budget pressure from Reduced SLA income	0.3	The service still has a historic budget pressure due to reductions in SLA income. This is needs to be addressed through a service review/restructure.
Council Tax Admin Additional court costs income cannot be realised	0.1	Continued budget pressure due to income levels not being sufficient to meet additional cost pressures and historic savings.

Other comments

Use of Reserves	Approximately £10.2 m will be needed from the ICT Transformation reserve to fund ICT Transformation projects which were agreed by Cabinet in 2017-18.
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Outturn variance £1.0m underspend on Public Health (Ring fenced) and £1.0m underspend on the General Fund

£m	Outturn Variance			Annual Figures		Figures to 31 st Dec 2018	
	Estimated impact on General Fund (GF)	Variance before reserve adjustments	Contribution to / (from) Reserves	Current Budget ⁽¹⁾	Forecast Outturn Position	Budget to Date	Actual
HA&C	(1.0)	(0.7)	(0.3)	140.8	140.1	105.6	95.9
Public Health	0	(1.0)	1.0		(1.0)	0.0	0.0

The Health, Adults and Community Directorate forecast outturn for 2018-19 is for a £1.0m underspend once the ring-fenced Public Health grant is taken into account. We have summarised the main variances below.

The 2018-19 budgets include £3.5m of savings including £0.8m of savings from prior years. The directorate is forecasting to achieve £2.9m (83%) of these savings in 2018-19.

Actual expenditure to date is lower than budget to date due to contractual invoices still to be received and paid.

It was recently announced that £240m of additional funding for Councils to alleviate winter pressures on the NHS, getting patients home quicker and freeing up hospital beds across England would be made available for 2018-19. The Tower Hamlets share is £1.46m. Plans on how this funding can be best spent to achieve the aims have been formulated and factored in to the forecast position.

(in numerical descending order)	£m	Variance commentary
Adult Social Care An overspend due to demand for residential and community-based care services for disabled and older people.	0.7	<p>The forecast outturn variance is a £0.7m overspend against a net budget of £89.5m. This is after the expected further allocation of £0.7m inflationary pressures budget, and an expected drawdown from general reserves of £0.5m for Care Act implementation projects.</p> <p>The overspend is caused by pressures in demand led residential and community based care services for adults with disabilities and older people.</p> <p>The £1.0m reduction in the forecast overspend from previous reporting is due to the inclusion of the planned usage of the recently announced Adult Social Care winter funding. It is anticipated it will support one-off projects, as well as forecast pressures within community based care.</p>
Integrated Commissioning An underspend due to procurement efficiencies.	(1.2)	<p>The forecast outturn variance is a £1.2m underspend against a net budget of £12.7m, following efficiencies achieved through the procurement programme. This is after an expected drawdown from general reserves of £0.3m for Care Act implementation projects.</p>
Community Safety An underspend due to temporary vacancies in staffing.	(0.5)	<p>The forecast outturn variance is a £0.5m underspend against a net budget of £3.6m. This is after the allocation of an expected £0.35m funding for extra police posts.</p> <p>The underspend is attributable to a number of temporarily vacant posts being held, due to a pending safer communities service redesign (to achieve a 2019-20 MTFS saving of £0.255m) and due to delays in recruitment.</p>
Public Health An underspend due to procurement efficiencies and demand management.	(1.0)	<p>The forecast outturn variance is a £1.0m underspend against the budget of £35.0m. This underspend has been achieved through procurement efficiencies and the management of demand in primary care, sexual health and substance misuse services.</p> <p>The unapplied grant of £1.0m will need to be retained in reserves for Public Health initiatives in future years, in line with the ring-fenced nature of the grant.</p>

Outturn variance £0.2m overspend

£m	Outturn Variance			Annual Figures		Figures to 31 st Dec 2018	
	Estimated impact on General Fund (GF)	Variance before reserve adjustments	Contribution (to) / from Reserves	Current Budget ⁽¹⁾	Forecast Outturn Position	Budget to Date	Actual
Place	0.2	0.2	-	66.1	66.3	49.5	55.2

An overall overspend of £0.2m for 2018-19. Historical savings of £0.2m will not be achieved and continues to be a budget pressure in the current year.

(in numerical descending order)	Variance £m	Variance commentary
Property & Major Programme Reduction in income from occupation of Jack Dash House and costs of holding vacant premises awaiting disposal.	1.0	<p>Costs attributable to securing the new Town Hall site will continue to be a budget pressure and be met from the corporate provision set aside to finance this project.</p> <p>Security costs on buildings earmarked for disposal will continue to be incurred until disposals are progressed. These costs are estimated at £0.250m and will be funded from corporate reserves.</p> <p>The Facilities Management service is currently forecasting a £0.750m overspend for the year. This is mainly due to the part year impact of the loss of rental income following Tower Hamlets Homes' relocation from Jack Dash House. Although an overspend is being reported, these costs will be funded from corporate reserves.</p>
Resources Overspend from unbudgeted Management costs	0.1	<p>Budget pressure of £0.1m in respect of Kemnal Park. Whilst demand for burial plots does not meet originally estimated levels, marketing continues to take place to highlight the availability of plots there.</p> <p>There are also unbudgeted management costs brought in to support the directorate. These costs are expected to be contained within the overall Place budget at year end.</p>
Planning & Building Control Breakeven position expected	0	Current projections are that the outturn will be in line with budget.
Growth & Economic Development Breakeven position expected Transfer of Careers service to be completed Mayoral priority funding outcomes to be delivered	0	<p>Current projections are that the outturn will be in line with budget. A target adjustment will be made to reflect the transfer of the Careers Service from Children's Directorate.</p>
Public Realm Historical savings unachieved. Transfer of ASB Enforcement to HAC to be	(0.8)	<p>The savings target for the income generating opportunity from CCTV networks of £200k is shown within the base budget. This saving will not be achieved and will continue to be an ongoing budget pressure. However this is compensated for in 2018-19 and deleted/removed from the financial year 2019/20</p>

completed in January
2019

There remains a budget pressure in the areas of advertising and this is offset to some degree from additional street works income and budget savings from staff vacancies. This too will be removed in 2019/20 financial year.

The retendering of the disposal contract in 2017 has resulted in £1m being deferred as a saving opportunity until 2019-20. This has enabled the mitigation of historical savings unachieved in the current year (£0.451m and £0.160m).

Waste services will be brought in-house and the costs associated with the waste mobilisation process will be met from corporate reserves.

Parking income is projected to over achieve by at £1m which will be utilised through the corporate processes for the General Fund and Parking Reserve Account in line with Section 55 requirements. Discussions are ongoing on how this will be achieved.

Additional income from Landlord Licensing and HMO (House in Multiple Occupation) will be profiled to be allocated over the period of the licences issued in future years.

Transfer of ASB - Enforcement to HAC to be split of enforcement functions with ASB being managed by Health, Adult and Community Directorate and Street enforcement remaining with Place. In addition to the creation of a hub function. The proposal reverses the historical savings for Animal Warden and Commercial Waste THEOs highlighted above.

**Housing &
Regeneration**
Additional income

(0.2) An underspend is currently projected due to additional income being generated from RPs.

	Outturn Variance			Annual Figures		Figures to 31 st Dec 2018	
	£m	Estimated impact on General Fund (GF)	Variance before reserve adjustments	Contribution (to) / from Reserves	Current Budget ⁽¹⁾	Forecast Outturn Position	Budget to Date
Governance	-	1.0	(1.0)	14.4	15.4	10.8	14.6

Other comments

Overall Governance outturn on target The directorate has a net budget of £14.4m and it is currently forecasting to come in on budget at year end after reserves are applied.

Outturn Position of £6.5m underspend

£m	Outturn Variance			Annual Figures		Figures to 31 st Dec 2018	
	Estimated impact on General Fund (GF)	Variance before reserve adjustments	Contribution (to) / from Reserves	Current Budget ⁽¹⁾	Forecast Outturn Position	Budget to Date	Actual
Corporate and financing costs	(6.5)	(2.8)	(3.7)	3.5	(0.3)	2.6	5.3

Other comments

Corporate and Central budgets This includes Council-wide budgets for financing costs, savings, growth and inflation. If during the year a Directorate demonstrates that there has been service growth in its area, resources are moved into their budget to help cover the cost of that growth.

Contingency Budget £3.1m This provision allows for any costs for unforeseen circumstances. This currently has been applied to reduce the over spend pressures projected for the year.

£m	Outturn Variance			Annual Figures		Figures to 31 st Dec 2018	
	Contribution (to) / from HRA	Contribution (to) / from Reserves	Outturn Variance before Adjustments	Revised Budget	Forecast Outturn Position	Budget to Date	Actual
HRA	3.2	-	3.2	(7.4)	(4.2)	(5.6)	(8.7)

The overall forecast variance is made up of a number of over and underspends, the main ones being: -

(in numerical descending order)	Variance £m	Variance commentary
Leasehold Service Charges Additional income recovered	(1.3)	The leasehold service charge budget shows a forecast variance of £1.5m of additional income, most of this relates to the recovery of block insurance charges which are significantly higher than anticipated when this budget was set.
Repairs and Maintenance Underspends across a number of areas	(0.9)	A projected underspend of £0.9m is forecast within the repairs & maintenance budget where underspends are being forecast on some projects such as home decorations, play areas and lower than anticipated revenue expenditure on repairs to void properties due to more costs of works on void properties being capitalised. In addition to these, the estate curtilage programme is forecast to underspend as the project will not be commencing until the final quarter of 2018-19. It should be noted that demand for repairs often increases during the winter months which may result in future demand pressures on the budget. This position will continue to be closely reviewed.
Special Services, Rents, Rates & Taxes	1.8	As mentioned in the 'Leasehold Service Charges' line above, the higher than budgeted costs of leasehold building insurance are included within the Special Services budget. There are also a number of other variances within this budget heading, such as £0.250m lower than budgeted energy costs, however there are also some forecast overspends in relation to concierge costs and NNDR expenditure.
Capital Financing charges	4.0	The 2018-19 depreciation charge is approximately £4.5m higher than the budget, however, the HRA's major repairs reserve will be credited with an extra £4.5m which can be used to finance the HRA's capital programme or repay debt. In addition, the interest payable by the HRA is forecast to be £900k lower than budgeted due to the Authority having repaid a £60m loan during the year which it is anticipated will be replaced by loan(s) with lower interest rates. To somewhat offset this lower interest charge however is an additional sum of £350k which will be paid by the HRA in 2018-19 and for the next 40 years as a redemption charge on the £60m loan.

**Tower Hamlets Homes (THH)
Delegated:
Special Services, Rents, Rates &
Taxes/ Supervision &
Management/ Repairs &
Maintenance**

Although small net variances are currently being projected on the delegated budgets managed by Tower Hamlets Homes, some large demand led services are managed within this area, including the Repairs and Maintenance budget outlined above. These budgets are closely monitored in order that demand pressures are identified and financial implications addressed.

Capital expenditure: **Table 5.1**

	Forecast (under)/ over spend for year	Spent to date vs Budget		This year's fig (£m)		
		This year (month 8)	Last year (Q3)	Projectio n for year	Annual budget	Spent to date
		£m A=D-E	% B=F/E	% C	£m D	£m E
Housing Revenue Account	(16.8)	19%	24%	45.1	61.9	11.8
Corporate	(4.8)	34%	13%	5.0	9.8	3.4
Children's Services	0.1	27%	56%	16.5	16.4	4.4
Place	(6.6)	59%	64%	67.0	73.6	43.7
Health, Adult, Communities Resources	(0.1) -	0% 6%	30% 24%	2.6 0.5	2.7 0.5	0.01 0.0
Total	(28.2)	38%	47%	136.6	164.8	63.3

We've spent 38% of budget as at month 8, compared to 47% at quarter 3 (month 9) last year – as per last year, we spend more later on in the financial year. We still however project a slippage of £28.2m, but any unspent budget will be spent in future years rather than the current year. A new group (the Capital Governance Working Group) has been set up, this will support arrangements on the governance and administration of the capital programme, including the review of spend and slippage.

Below is detail of projected variances. Overleaf are Capital Receipts.

	(Under)/ overspend £m	
Purchase of properties for use as temporary accommodation	13.5	Accelerated spend is being undertaken in order to limit the amount of interest payable on Right to Buy one for one receipts. Budget will be brought forward from future years.
New Housing Supply – schemes on site	(7.5)	There have been three starts on site this year, though they were subject to delays.
Establish a Housing Wholly-Owned Company	(5.0)	This represents the Council's equity investment in the housing company. The process of establishing the company has started and the first acquisitions are anticipated later this financial year.
Whitechapel Civic Centre	(4.8)	The contract has now been let following delays arising from necessary adjustments on the design development, which required changes and renegotiations to the initial contract specification.
Housing Pipeline Schemes Phase 2a (1-4-1)	(4.6)	Half of the budget is currently unallocated to schemes, they will be confirmed in the new year, with spend expected in 2019/20.
Community Benefit Society – 1-4-1	(4.5)	A company, Mulberry Housing Ltd has been set up. Potential properties have been identified and purchase is being progressed.

Receipts

Conversion of council buildings to temporary accommodation	(3.5)	Buildings have been identified for conversion to temporary accommodation and works are underway. Some delays have occurred due to current arrangements for some of the buildings identified. Works are expected to be completed by June 2021.
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Capital receipts from sale of Housing and General Fund assets

Capital receipts: **Table 5.2**

	This year
 £m
Dwellings sold under Right to Buy (RTB)	
Receipts from RTB sales	14.8
Less: poolable amount paid to DCLG	(1.3)
Sale of other HRA assets	
Preserved Right to Buy receipts	0.4
2 Trinity Green	0.4
RTB lease extensions	0.03
Sale of General Fund assets	
47 Old Ford Road change of use	0.1
Atlee House deed of release	0.3
Total 14.7

Receipts shown gross before costs of sale are deducted

Accounting – a reminder: Retained Right to Buy receipts must be set aside to meet targets on housing provision as set out in regulations governing the pooling of housing capital receipts, so they must be ring-fenced for this purpose and are not available for general allocation.

Current projections will :

This table shows the balance on the general fund, HRA and useable reserves held for the previous 2 years as well as showing the projected impact on reserves for 2018-19.

Reduce our General Fund by £6.4m**Decrease our HRA by £3.2m****Reduce our earmarked Reserves by £22.4m**

	Balance at 31 March 2017	Balance at 31 March 2018	Contribution (to) / from Reserve	Projected Balance 31 March 2019
	£m	£m	£m	£m
General Fund Reserve	31.7	33.3	6.4	26.9
Housing Revenue Account (HRA)	39.1	47.6	3.2	44.4
Earmarked Reserves	159.4	141.9	22.4	119.5
Total Usable Reserves	230.2	222.8	32.0	190.8

	Balance at 31 March 2017	Balance at 31 March 2018	Contribution (to) / from Reserve	Projected Balance 31 March 2019
£m	£m	£m	£m	£m
Earmarked reserves consist of				
Transformation	25.0	15.0	2.9	12.1
ICT / Finance Systems	23.1	21.0	10.2	10.8
Other	1.0	0.9		0.9
Parking Control	3.3	3.3		3.3
Building Control	0.4	0.2		0.2
Land Charges	0.7	0.7		0.7
Insurance	20.8	21.2		21.2
Public Health Grant	-	1.3	(1.0)	2.3
Schools Balances	24.7	23.4		23.4
New Civic Centre	20.0	17.2		17.2
New Homes Bonus	7.3	12.1		12.1
Free School Meals	6.0	4.0	2.0	2.0
Mayor's Investment Priorities	10.0	7.0	1.9	5.1
Risk Reserve	10.5	8.8	4.0	4.8
Revenue Grants	1.6	1.7		1.7
Mayor's Tackling Poverty Reserve	5.0	4.1	2.4	1.7
Totals	159.4	141.9	22.4	119.5

Target for year £23.8m

£m	Saving Target	18-19 Target	Prior Year Slippage	Forecast Savings	Slippage	Under Recovery	Over recovery
	A = B + C	B	C	(D = E + F + G) = A	E	F	G
				✓	✗	✗	✓
Children	3.3	2.6	0.7	1.5	-	1.8	-
HA&C	3.5	2.7	0.8	2.9	0.6	-	-
Place	2.8	1.9	1.0	2.2	0.4	0.2	-
Governance	0.7	-	0.7	0.7	-	-	-
Resources	3.1	2.1	1.0	1.1	2.0	-	-
All	10.4	9.0	1.3	7.2	3.2	-	-
Total	23.8	18.3	5.5	15.6	6.2	2.0	0.0

tick: a higher level of confidence that savings are on track to be delivered.

cross: either timing issues, i.e. slippage into future years, or at risk of non-delivery.

Total savings target for 2018-19 is £23.8m (£18.3m relates to approved savings as part of the 2018-19 budget setting process, and £5.5m as a result of previous year savings not delivered)

- £15.6m is identified as being on track to deliver savings;
- A net position of 6.2m is forecast to slip into future years due to timing issues;
- £2.0m has been identified as unrecoverable; this is mainly in the Children Services areas of Early Years and Special Educational Needs & Disabilities (SEND).

This section shows the amount of money we have collected from Tax payers of the borough, and the split between the amount that is retained and the amounts paid over to central and government and the GLA.

NNDR

We are expected to collect £457m for 2018-19.

We are expected to collect £457m in Business Rates. To the end of December we have collected £388m (85%).

At the end of the previous year there was also an outstanding debt of £21m relating to historic periods. Of this £12.5m (60%) has been collected.

Under the 2018-19 100% Retention Pilot arrangements we retain 64% of the total sums collected; any surplus over the baseline will be paid to Central government (tariff) and City of London for administering the pilot.

Council Tax

We are expected to collect £123m for 2018-19.

We are expected to collect £123m in Council Tax. We are on target to achieve a full collection with £90.1m (74%) having been collected by the end of December.

CT is split between

Government 23%,
LBTH 77%

We also have historic Council tax debt of £17m at the end of last year. Of this we have collected £3.6m or 21%. This is a little lower than we would expect, but we have had to make a large refund during the year for properties that have changed tax status.

Overall Position**We have £369m of investments.****£60m of LOBO loans repaid, and replaced by PWLB loans.**

For this period our portfolio totals £369m, and we are current receiving an average return of 0.96%. The amount invested is lower than last quarter as the council has repaid nearly £60m of LOBO loans, which has been replaced by PWLB long term borrowing at a lower interest rate.

Following the repayment of the LOBO loans we are only holding £9m (less than 3%) in Money Market Funds. About 26% (£96m) of the outstanding investments (including Money Market Funds) have less than 3 months until they mature. Of the remaining £273m, £180m (49%) will mature in less than 1 year and the remaining £93m (25%) of investments are held for periods longer than 12 months.

Income Position**Budgeted income of £4m.**

At the start of the year we budgeted £4m investment income. As at 31st December 2018 we have received £3.2m and we are broadly on target.

Benchmarking**We compare favourably for the return we get from our internally managed funds, but at present we do not hold external investments.**

According to the information we receive from our advisors, Arlingclose, we are out performing both a group of London councils and a group of national local authorities (both averaging 0.48% on internally invested funds).

In time we intend to invest more heavily in longer term options including more equities.

We are continuing to look at alternatives that retain and protect the capital value of our investment. Our Treasury Management advisors are investigating options which will balance the risks and rewards whilst including Equity, Bonds and Property in the portfolio.

Inflation**Inflation is eroding the value of our investments.**

At the moment the Consumer Prices Index (CPI) inflation is running at 2.0%, and therefore the average return of 0.96% is lower. This means that the future value of the funds invested today will be less. The move of some funds into externally managed pooled funds is designed to improve this position.

(Actuary Report due 4-6 weeks after the relevant Quarter end date – latest information relates to Q2)

Fund underperformed over the quarter.	The Fund underperformed its benchmark return of 3.24% by 0.84% for the quarter.
Five mandates matched or Achieved benchmark set.	For this quarter, five mandates matched or achieved returns above the set benchmark. The five that did not achieve the benchmarks were the mandates with *LCIV BG (DGF), LCIV BG (GE), Insight and *GSAM bond portfolios. Fund Valuation of £1.560bn, a £35m increase over the quarter.
Fund underperformed over twelve months.	For the twelve months to September 2018, the Fund returned 7.81% marginally underperforming the benchmark of 7.88%, the Fund is behind its benchmark by 0.07%.
Four mandates matched or achieved benchmark set.	Four mandates underperformed their respective benchmark. The mandates that underperformed their respective benchmarks were *LCIV RF lagged behind by 1.66%, *LCIV BG (DGF) lagged behind by 2.45%, *GSAM lagged behind by 6.34% and Insight by 7.82%.
Fund is broadly in line with the strategic benchmark weight.	Looking at the longer term performance, the three year return for the Fund was 12.45%, above its benchmark return by 0.54% for that period. Over the five years, the Fund posted a return of 9.42% outperforming the benchmark return of 9.19% by 0.23%. The Fund remains in line with its long term strategic equity asset allocation and the distribution of the Fund's assets amongst the different asset classes is broadly in line with the strategic benchmark weight.

*LCIV BG (DGF) – fund manager is Baillie Gifford and investment is Diversified Growth Fund, LCIV BG (GE)- fund manager is Baillie Gifford and investment is Global Equity, LCIV RF – fund manager is Ruffer, *GSAM – Goldman Sachs Asset Management

Cabinet approval is required for the following increases to existing Capital schemes

Capital Footway & Carriageway Programme	0.539	Local highways maintenance, including the repair of potholes, to keep local bridges and structures open and safe, as well as to help aid other minor highway works that may be needed.
Cycle Safety hotspots	0.167	Cycling Schemes - a Stakeholder Workshop held as part of the Accelerated Delivery Cycling Improvement Initiative identified key areas of concern for cycle safety - detail to be determined through accident analysis and in liaison with other work on TfL Cycle Safety Hotspots.
EV charging point feasibility	0.050	Development of Electric Vehicle Charging Point Delivery Plan.
Green Grid	0.050	Further greening of key routes in the Green Grid. To encourage walking and improve air quality, including provision of EV charging points and cycle hangars.
Healthy Streets audits and design: Cotton St / Prestons Rd / West India Dock Rd	0.050	Healthy streets corridor review to encourage slower speeds by design. Improved compliance with 20mph limit, safer streets, better pedestrian and cyclist ambience and more reliable bus services.
Motor Cycle Parking	0.010	Addition of points in existing parking bays to secure motorcycles.
Tackling ASB Driving	0.050	Introduction of physical road closures on key racing routes.
Total	0.916	

Cabinet approval is required for the following new Capital schemes

Improved Local Presence - Local History Library and Archives	0.100	The Local Presence Vision 2025 proposes how services will be delivered to customers in the future. This includes the provision of information and advice services, local library services, universal youth and children's centre services, services for older people and provision of the local history archive. This is the first year requirement for this project, with the remainder to be developed.
Total	0.100	

Capital Control Budget 2018-19	Total	Health, Adults & Community	Children's Services	Place	Resources	Corporate	Housing Revenue Account
	£	£	£	£	£	£	£
Original Budget (Council, February 2018)	115,861,714	5,906,938	7,887,787	28,141,988	500,000	26,263,000	47,162,000
Slippage from 2017-18	60,329,045	3,182,550	8,701,614	20,404,787	280,487	6,964,145	20,795,463
Quarter 1 Total Adjustments	(8,434,191)	(2,018,085)	4,048,696	57,770	1,163,000	(11,748,699)	63,126
Quarter 2 Total Adjustments	(2,748,681)	253,215	(5,586,698)	5,661,347	50,000	(10,351,750)	7,225,205
Cabinet Approvals							
Aberfeldy Practice - Improvements to Health Infrastructure - Public Health (October 2018)	119,000	119,000					
Healthcare ICT Infrastructure - Public Health (October 2018)	493,000	493,000					
Learning Disabilities accommodation - Adult Social Care (October 2018)	200,000	200,000					
Various Sites - Improvement Works (Maximising Health Infrastructure) - Public Health (October 2018)	1,100,000	1,100,000					
Bartlett Park Landscape Improvement Project - Parks (October 2018)	550,000		550,000				
Improvements to Sports Facilities in Parks (October 2018)	75,000		75,000				
Inclusive Playgrounds - Health and Wellbeing (October 2018)	300,000		300,000				
Quality Parks (October 2018)	40,000		40,000				
Alie Street Highways - Transport S106 Funded Schemes (October 2018)	322,000			322,000			
Boiler Replacement Programme (October 2018)	600,000			600,000			
Brick Lane Regeneration - S106 schemes (December 2016)	1,143,405			1,143,405			
Bus Priority Funding 2018/19 - TfL Schemes (October 2018)	30,000			30,000			
Capital Investment Programme - Council Owned Assets - Investment works to LBTH Assets (October 2018)	500,000			500,000			
Cycling Future Route 5 - TfL Schemes (October 2018)	50,000			50,000			
Go Ultra Low City Scheme (GULCS) - TfL Schemes (October 2018)	36,000			36,000			
Improving Air Quality - TfL Schemes (October 2018)	70,000			70,000			
Improving local accessibility - TfL Schemes (October 2018)	100,000			100,000			
Middlesex Street - S106 schemes (December 2017)	66,076			66,076			
Purchase of properties for use as temporary accommodation (October 2018)	20,000,000			20,000,000			
South Dock Bridge (October 2018)	1,370,000			1,370,000			
Sustainable Schools - TfL Schemes (October 2018)	390,000			390,000			
Ocean Estate Block H (November 2017)	615,000						615,000
Budgets Re-profiled							
Learning Disabilities accommodation - Adult Social Care	(180,000)	(180,000)					
Aberfeldy Practice - Improvements to Health Infrastructure - Public Health	(69,000)	(69,000)					
Buxton Street East - Tree Planting and Park Entrance (Green Grid) - Public Health	(219,000)	(219,000)					
Buxton Street West - Landscaping (Green Grid) - Public Health	(179,000)	(179,000)					
Healthcare ICT Infrastructure - Public Health	(493,000)	(493,000)					
Island Health Medical Centre - Public Health	(203,215)	(203,215)					
Pocket Parks Project Chicksand East - Public Health	(40,720)	(40,720)					
Pocket Parks Project Marner Family - Public Health	(17,000)	(17,000)					
Sutton Wharf - Improvements to Health Infrastructure - Public Health	(100,000)	(100,000)					
Various Sites - Improvement Works (Maximising Health Infrastructure) - Public Health	(850,000)	(850,000)					
Wellington Way Health Centre - Public Health	(3,687,780)	(3,687,780)					
Manorfield - Sprinkler Pump, Boiler Plant, Water Pipework, Water Storage - Conditions and Improvement	(57,500)		(57,500)				
Leisure Centre Improvements - Culture	650,000		650,000				
Improvements to Sports Facilities in Parks - Health and Wellbeing	(75,000)		(75,000)				
Bartlett Park - Playground activity - Parks	50,000		50,000				
King Edward Memorial Park - Parks	(96,225)		(96,225)				
Quality Parks - Parks	(20,000)		(20,000)				
Boiler Replacement Programme - Carbon offsetting	(300,000)			(300,000)			
Granby Hall Community Hub - Community Hubs/Buildings	(439,091)			(439,091)			
Conversion of council buildings to temporary accommodation	(272,250)			(272,250)			
Contaminated Land Works	82,280			82,280			
Montefiore Centre Refurbishment Programme	(900,000)			(900,000)			
Providing free Wi-Fi in Tower Hamlets for all	(500,000)				(500,000)		
Streetlighting Replacement - Public Realm Improvements	(240,567)			(240,567)			
Brick Lane Regeneration - S106 schemes	(884,614)			(884,614)			
Middlesex Street - S106 schemes	(304,326)			(304,326)			
Whitechapel Delivery: Creating Open Spaces - Phase 1 - S106 schemes	(14,000)			(14,000)			
Whitechapel Early Win Project - S106 schemes	(18,000)			(18,000)			
South Dock Bridge	(1,111,000)			(1,111,000)			
St Georges Town Hall Refurbishment Programme	(650,000)			(650,000)			
Tower Hamlets Mayor's Air Quality fund	(31,189)			(31,189)			
Local Presence Project	(1,001,000)				(1,001,000)		
Underground Refuse Service - to replace two vehicles at the end of their useful life	(500,000)					(500,000)	
Blackwall Reach	(1,531,457)						(1,531,457)
Housing Capital Programme	(8,972,203)						(8,972,203)
Introducing new off-street parking arrangements in housing estates due to changes in national legislation	(626,451)						(626,451)
New Supply - Pre construction	(2,094,808)						(2,094,808)
Phase 2b Mixed Tenure Schemes (1-4-1)	(720,000)						(720,000)
Other Adjustments / Approvals							
Andrew Street - Reduce Tarmac & Paving (Green Grid) - Public Health (No longer going ahead)	(240,000)	(240,000)					
Bow School - Landscaping & Create Access (Green Grid) - Public Health (No longer going ahead)	(283,000)	(283,000)					
Schools Urgent Works - Conditions and Improvement	(302,626)		(302,626)				
- Gorsefield - Accessible Room & Bathroom	70,000		70,000				
- Halley Primary School - Gate works	(638)		(638)				
- Harry Roberts Nursery School - Water main replacement	(4,820)		(4,820)				
- Hermitage Primary School - Replace Hot Water Boilers	(17,718)		(17,718)				
- Malmesbury - Replace boiler and water generator	40,000		40,000				
- Stephen Hawking Special Needs Primary School - Building Alterations	215,802		215,802				
SEND Review Implementation - Tommy Flowers House - Special Provision Capital Fund (No longer going ahead)	(100,000)		(100,000)				
Registered Provider Grant Scheme (from 1-4-1)	(210,000)			(210,000)			
- George Greens' Almshouses	210,000			210,000			
Millennium Quarter Public Art Project - S106 schemes (No longer going ahead)	(86,535)			(86,535)			
Bus Priority Minor Works 1 - Hare Pub RMP201 - TfL Schemes (Reduction in estimate)	(9,000)			(9,000)			
Bus Priority Minor Works 2 - Completion of the removal of the crossing - Hackney Road / Yorkton Street RMP208 - TfL Schemes (Reduction in estimate)	(7,100)			(7,100)			
Bus Priority Minor Works 3 - Modified Loading Restrictions - Bethnal Green Road REL461 - TfL Schemes (Reduction in estimate)	(3,505)			(3,505)			
Bus Priority Minor Works 4 - New Clearway Road Markings at Bus Stop 29733 on Roman Road REL471 - TfL Schemes (Reduction in estimate)	(1,892)			(1,892)			
Millwall Docks - Open space improvements - Transport S106 Funded Schemes (Reduction in estimate)	(61,906)			(61,906)			
Bow Area Traffic Mgt Review - OPTEMS (Reduction in estimate)	(57,477)			(57,477)			
Fairfield Rd/Tredegar Rd Signal - OPTEMS (Reduction in estimate)	(11,453)			(11,453)			
Poplar High St (Contaminated Land Surveys) - Contaminated Land Works (Reduction in estimate)	(15,031)			(15,031)			
Rosebank Gardens - Contaminated Land Works (Reduction in estimate)	(13,406)			(13,406)			
Veronica House - Contaminated Land Works (Reduction in estimate)	(7,051)			(7,051)			
Provision for Feasibility Studies	(815,000)					(815,000)	
Quarter 3 Total Adjustments	(158,992)	(4,649,715)	1,316,275	19,320,368	(1,501,000)	(1,315,000)	(13,329,920)
Revised 2018-19 Budget	164,848,896	2,674,903	16,367,675	73,586,260	492,487	9,811,696	61,915,874

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CONTROL BUDGET 2018-19

	Total General Fund	Health, Adults & Community	Children's Services	Place	Governance	Resources	Corporate Costs and Central Financing
Gross Expenditure Budget	811,959,766	168,425,485	158,770,113	170,956,794	20,734,853	287,891,923	5,180,598
Gross Income Budget	(468,229,962)	(27,451,103)	(51,542,957)	(106,573,176)	(7,604,483)	(265,575,243)	(9,483,000)
Nex Expenditure Budget	343,729,804	140,974,382	107,227,156	64,383,618	13,130,370	22,316,680	(4,302,402)
Growth awarded - Heritage Collections Backlog	0					115,000	(115,000)
Pay inflation adjustment 2018-19	0		(47,799)				47,799
Additional contribution from Public Health grant to support Children's Centres	0	(120,709)	(2,500,000)				2,620,709
Delivery Manager for Borough WiFi	0					95,500	(95,500)
Growth awarded - Planning Enforcement	0			151,000			(151,000)
SAV/RES-001/17-18 - Learning & Development Centralisation	0	(22,500)	(228,500)	(88,000)	(56,000)	(103,000)	498,000
Growth reversal - Edge of Care	0		(450,000)				450,000
Service Transfer - Children Service Information Governance Team	0		(258,833)		258,833		
Technical Adjustment - Depreciation Charges	0		(5,457,050)	655,640		251,940	4,549,470
Service Transfer - Tackling Poverty	0			1,000,000		(1,000,000)	
Service Transfer - Third Sector Team	0				1,072,640	(1,072,640)	
	0						
Total Adjustments	0	(143,209)	(8,942,182)	1,718,640	1,275,473	(1,713,200)	7,804,478
Revised Net Expenditure Budget	343,729,804	140,831,173	98,284,974	66,102,258	14,405,843	20,603,480	3,502,076

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MTFS Savings Tracker 2018-21 as at 30 November 2018 - Summary

2018-19						
Savings target	Slippage from previous year	Revised Savings target	Delivered / cashed	Forecast savings	Variance - Slippage	Variance - Under / (over) delivery
£'000	£'000	£'000	£'000	£'000	£'000	£'000

2019-20					
Savings target	Slippage from previous year	Revised Savings target	Forecast savings	Variance - Slippage	Variance - Under / (over) delivery
£'000	£'000	£'000	£'000	£'000	£'000

2020-21					
Savings target	Slippage from previous year	Revised Savings target	Forecast savings	Variance - Slippage	Variance - Under / (over) delivery
£'000	£'000	£'000	£'000	£'000	£'000

Directorate

Children's Services	2,604	686	3,290	920	1,471	40	1,779
Health, Adults & Community	2,733	792	3,533	2,235	2,893	645	(5)
Place	1,880	950	2,830	-	2,229	401	200
Governance	-	680	680	-	680	-	-
Resources	2,075	995	3,070	250	1,120	1,950	-
All	9,027	1,340	10,367	900	7,197	3,170	-

3,002	40	3,042	1,223	1,819	-
2,652	645	3,297	3,297	-	-
1,376	401	1,777	1,477	300	-
-	-	-	-	-	-
525	1,950	2,475	2,475	-	-
7,119	3,170	10,289	10,289	-	-

350	1,819	2,169	350	1,819	-
1,000	-	1,000	1,000	-	-
880	300	1,180	1,180	-	-
-	-	-	-	-	-
2,550	-	2,550	2,550	-	-
4,250	-	4,250	4,250	-	-

Total	18,319	5,443	23,770	4,305	15,590	6,206	1,974
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14,674	6,206	20,880	18,761	2,119	-
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9,030	2,119	11,149	9,330	1,819	-
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Savings Achievement Status

Savings Delivered / On Target	12,000	1,814	13,822	3,984	12,371	1,456	(5)
Savings Slipping but Achievable	4,565	3,204	7,769	121	3,019	4,750	-
Not Deliverable / Not Achievable	1,754	425	2,179	200	200	-	1,979

9,015	1,456	10,471	10,471	-	-
3,840	4,750	8,590	8,290	300	-
1,819	-	1,819	-	1,819	-

9,030	-	9,030	9,030	-	-
-	300	300	300	-	-
-	1,819	1,819	-	1,819	-

Total	18,319	5,443	23,770	4,305	15,590	6,206	1,974
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14,674	6,206	20,880	18,761	2,119	-
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9,030	2,119	11,149	9,330	1,819	-
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MTFS Savings Tracker 2018-21 as at 30 November 2018

Reference	PMO Project Reference	Directorate	Service Area	Title	Savings Achievement Status	2018-19											2019-20						2020-21													
						Savings target	Slippage from previous year	Revised Savings target	Delivered / cashed	Forecast savings	Variance - Slippage	Variance - Under / (over) delivery	FTE Impact	Forecast Savings RAG	Project Status RAG	Status update	Savings target	Slippage from previous year	Revised Savings target	Forecast savings	Variance - Slippage	Variance - Under / (over) delivery	FTE Impact	Savings target	Slippage from previous year	Revised Savings target	Forecast savings	Variance - Slippage	Variance - Under / (over) delivery	FTE Impact						
						£'000	£'000	£'000	£'000	£'000	£'000	£'000					£'000	£'000	£'000	£'000	£'000	£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000						
Savings Delivered / On Target																																				
SAV/ CHI 01 / 18-19		Children's Services	Sport Leisure and Culture	Events In Parks - Income Generation	Savings Delivered / On Target	300	-	300	300	300																		350	-	350	350					
CHI001/17-18		Children's Services	Youth Services and Commissioning	Youth Service Transformation	Savings Delivered / On Target	-	400	400	120	400																		-	-	-	-					
CHI002/17-18	FS04-EHH	Children's Services	Youth Services and Commissioning	Better support for families through early help, and reduction in social care demand	Savings Delivered / On Target	-	-	-	-	-																										
CHI004/17-18		Children's Services	Childrens Social Care	Integrating Employment Services for Young People	Savings Delivered / On Target	-	-	-	-	-																										
CLC002/17-18		Children's Services	Sport Leisure and Culture	Income Optimisation Opportunities	Savings Delivered / On Target	300	40	340	300	300	40																									
CLC005/17-18		Children's Services	Sport Leisure and Culture	Culture, Learning & Leisure Service Efficiencies	Savings Delivered / On Target	250	21	271		271																										
SAV/ HAC 01 / 18-19		Health, Adults & Community	Adult Social Care	Adult Social Care Transformation	Savings Delivered / On Target	-	-	-	-	-																		1,000	-	1,000	1,000					
ADU001/17-18		Health, Adults & Community	Adult Social Care	Social Care Services for Older People	Savings Delivered / On Target	300	-	300	238	300																										
ADU002/17-18	FS02-CES	Health, Adults & Community	Adult Social Care	Community Equipment Service	Savings Delivered / On Target	-	88	88	88	88																										
ADU003/17-18	FS03-SIN	Health, Adults & Community	Adults Social Care	Helping People with Learning Disability live Independently	Savings Delivered / On Target	582	184	766	170	250	516				Amber	Amber																				
ADU004/17-18		Health, Adults & Community	Adult Social Care	Reshaping Reablement Services	Savings Delivered / On Target	467	-	467	230	467																										
ADU005/17-18		Health, Adults & Community	Adult Social Care	Workforce Efficiencies in Adults Social Care	Savings Delivered / On Target	220	-	220	220	220		9.0			Green																					
ADU006/17-18		Health, Adults & Community	Adult Social Care	Substance Misuse	Savings Delivered / On Target	50	-	50	50	50					Green																					
ADU009/17-18		Health, Adults & Community	Public Health	Public Health - 0-19 Public Health Programme Savings	Savings Delivered / On Target	409	-	409	409	409					Green																					
ADU010/17-18		Health, Adults & Community	Public Health	Public Health- Adult Weight Management	Savings Delivered / On Target	48	40	88	88	88					Green																					
ADU011/17-18		Health, Adults & Community	Public Health	Public Health- Community Development Programme	Savings Delivered / On Target	50	-	50	50	50					Green																					
ADU012/17-18		Health, Adults & Community	Public Health	Public Health - Primary Care Prevention Programme	Savings Delivered / On Target	30	(38)	-	-	-					Green																					
ADU013/17-18		Health, Adults & Community	Public Health	Public Health - Sexual Health Services	Savings Delivered / On Target	158	-	158	158	158					Green																					
ADU014/17-18		Health, Adults & Community	Public Health	Public Health - Specialist Smoking Programme	Savings Delivered / On Target	54	(7)	47	52	52		(5)			Green																					
CLC003a/17-18		Health, Adults & Community	Community Safety DAAT and ASB	Service Redesign - Safer Communities	Savings Delivered / On Target	-	-	-	-	-																										
ADU001/16-17		Health, Adults & Community	Adults Social Care	Review of Day Services for Older People	Savings Delivered / On Target	-	161	161	161	161					Green																					
ADU007/16-17		Health, Adults & Community	Adults Social Care	Sharing Services with NHS Partners	Savings Delivered / On Target	-	200	200	200	200					Green																					
SAV/ PLA 01 / 18-19		Place	Public Realm	Waste, Recycling & Street Cleansing Contract	Savings Delivered / On Target	-	-	-	-	-																										
SAV/ PLA 02 / 18-19		Place	Housing /THH	Review of Housing Delivery (THH/TH)	Savings Delivered / On Target	-	-	-	-	-																										
SAV/ PLA 03 / 18-19		Place	Corporate Property & Capital Delivery	Reduction in Running costs/ Liability of Council Assets	Savings Delivered / On Target	-	-	-	-	-																										
SAV/ PLA 04 / 18-19		Place	Public Realm	Street Lighting Efficiencies	Savings Delivered / On Target	-	-	-	-	-																										
SAV/ PLA 05 / 18-19		Place	Sport Leisure and Culture	Review of Parks	Savings Delivered / On Target	-	-	-	-	-																										
CLC001/17-18		Place	Public Realm	Waste Management Contract Efficiencies	Savings Delivered / On Target	1,008	-	1,008	1,008	1,008					Green																					
CLC004/17-18		Place	Public Realm	Smarter Working – Parking, Mobility & Transport Services Efficiencies	Savings Delivered / On Target	300	-	300	300	300					Green																					
D&R001/17-18		Place	Planning & Building Control	Responding to Competition in Planning	Savings Delivered / On Target	72	-	72	72	72					Green																					
D&R003/17-18		Place	Housing Options	Purchase of Private Sector Units within the General Fund for use as Temporary Accommodation	Savings Delivered / On Target	500	-	500	500	500					Green																					
RES005/17-18		Resources	Risk Assessment	Review and Revise Risk Management Service	Savings Delivered / On Target	-	45	45	45	45					Green																					
SAV/ RES 01 / 18-19		Resources	Benefits	Improved Recovery of Housing Benefits Overpayments	Savings Delivered / On Target	-	-	-	-	-																										

Reference	PMO Project Reference	Directorate	Service Area	Title	Savings Achievement Status	2018-19						2019-20						2020-21												
						Savings target	Slippage from previous year	Revised Savings target	Delivered / cashed	Forecast savings	Variance - Slippage	Variance - Under / (over) delivery	FTE Impact	Forecast Savings RAG	Project Status RAG	Status update	Savings target	Slippage from previous year	Revised Savings target	Forecast savings	Variance - Slippage	Variance - Under / (over) delivery	FTE Impact	Savings target	Slippage from previous year	Revised Savings target	Forecast savings	Variance - Slippage	Variance - Under / (over) delivery	FTE Impact
						£'000	£'000	£'000	£'000	£'000	£'000	£'000					£'000	£'000	£'000	£'000	£'000	£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000
SAV/ RES 02 / 18-19		Resources	Human Resources	HR Services - Additional Staffing Efficiencies	Savings Delivered / On Target	-	-	-	-	-	-	-				-	-	-	-			100	-	100	100	-	-	2.0		
SAV/ RES 03 / 18-19		Resources	Risk Assessment	Internal Audit - Streamline Management and Explore Shared Service Options	Savings Delivered / On Target	-	-	-	-	-	-	-				-	-	-	-			50	-	50	50	-	-	0.5		
SAV/ RES 04 / 18-19		Resources	Revenue Services	Revenue Services - Workforce efficiencies through greater self-service and automation	Savings Delivered / On Target	-	-	-	-	-	-	-				-	-	-	-			100	-	100	100	-	-	3.0		
SAV/ RES 05 / 18-19		Resources	ICT	ICT Savings	Savings Delivered / On Target	-	-	-	-	-	-	-				-	-	-	-			750	-	750	750	-	-			
SAV/ RES 06 / 18-19		Resources	Corporate Finance	Finance Services - Process improvements and new Finance System Implementation	Savings Delivered / On Target	-	-	-	-	-	-	-				-	-	-	-			100	-	100	100	-	-	2.0		
SAV/ RES 07 / 18-19		Resources	Wi-Fi Concession Contract	Income Through Wi-Fi Concession Contract	Savings Delivered / On Target	-	-	-	-	-	-	-				-	-	-	-			300	-	300	300	-	-			
SAV/ RES 08 / 18-19		Resources	Housing	Income Through Housing Companies	Savings Delivered / On Target	-	-	-	-	-	-	-				-	-	-	-			250	-	250	250	-	-			
SAV/ RES 09 / 18-19		Resources	Housing	THH - Potential support service Savings	Savings Delivered / On Target	-	-	-	-	-	-	-				-	-	-	-			100	-	100	100	-	-			
SAV/ RES 10 / 18-19		Resources	Customer Access	Additional Local Presence Efficiencies	Savings Delivered / On Target	-	-	-	-	-	-	-				-	-	-	-			300	-	300	300	-	-			
RES002/17-18		Resources	Benefits	Benefits Service Admin Savings	Savings Delivered / On Target	525	-	525	250	525	-	-	Green			1. On track; will be delivered through a reduction in the resilience contract, reduction in overtime and other staffing efficiencies, none of which will effect levels of service provision.	525	-	525	525	-	-	-	-	-	-	-	-		
ALL005/17-18		Governance	Corporate Strategy & Equalities	Consolidation of Strategy, Policy & Performance Functions	Savings Delivered / On Target	-	600	600	600	600	-	-	Green			1.Restricture completed and savings realised	-	-	-	-			-	-	-	-	-	-		
LPG002/15-16		Governance	Registrars & Democratic Services	Implementation of Registration Service new business model	Savings Delivered / On Target	-	80	80	80	80	-	-	Green			1.Service changes have been implemented; budget forecasted to be on target and thus savings have been realised	-	-	-	-			-	-	-	-	-	-		
SAV/ CORP 01 / 18-19		All	All	Treasury Management Investment Opportunities	Savings Delivered / On Target	1,458	-	1,458	700	1,458	-	0.0	Green			1. On track; treasury investment performance to date suggests this target will be achieved through additional investment income.	-	-	-	-			-	-	-	-	-	-		
SAV/ CORP 02 / 18-19		All	All	Contract Management Efficiencies	Savings Delivered / On Target	-	-	-	-	-	-	-									4,250	-	4,250	4,250	-	-	0.0			
ALL002/17-18		All	All	Fees & Charges	Savings Delivered / On Target	419	-	419	200	419	-	-	Green			1. On track; budget monitoring report indicates that directorates are achieving relevant income targets.	419	-	419	419	-	-	-	-	-	-	-	-		
ALL003/17-18	SS03-IC	All	All	Debt Management & Income Optimisation	Savings Delivered / On Target	3,000	-	3,000	3,000	3,000	-	0.0	Amber	Red	1. Service areas are carrying out detailed analysis to identify projects which will support the delivery of savings	3,000	-	3,000	3,000	-	-	-	-	-	-	0.0				
ALL008/17-18	DP	All	All	Treasury Management Efficiencies	Savings Delivered / On Target	500	-	500	500	500	-	-	Green	Amber	1. On track.	-	-	-	-			-	-	-	-	-	-			
ALL009/17-18	SS02-BSH	All	All	Consolidation of Business Support and Administration Functions	Savings Delivered / On Target	1,000	-	1,000	100	900	-	36.0	Amber	Amber	1. Project progressing but there will be significant slippage. 2. Analysis being carried out to verify savings.	-	900	900	900	-	-	-	-	-	-	-	-			
ALL010/17-18		All	All	ICT Centralisation	Savings Delivered / On Target	-	-	-	-	-	-	-									400	-	400	400	-	-	-			
Savings Delivered / On Target						12,000	1,814	13,822	3,984	12,371	1,456	(5)	45.0				9,015	1,456	10,471	10,471	-	-	9.0	9,030	-	9,030	9,030	-	-	7.5
Savings Slipping but Achievable																														
ADU0017/17-18		Health, Adults & Community	Adults Social Care	Improving Employment Support for Adults with Disabilities	Savings Slipping but Achievable	55	164	219	121	190	29	-	Amber			1. Map Squad savings have been achieved. 2. Development of employment services will reduce usage of day services. 3. This is managed through the Supporting Independence project.	100	29	129	129	-	-	-	-	-	-	-	-		
ADU008/17-18		Health, Adults & Community	Adult Social Care	Day Opportunities Provision	Savings Slipping but Achievable	310	-	310	210	100	-	-	Amber			1. Efficiency by merging Riverside and Redcoat daycare services onto one site. 2. Reduce daycare usage of clients in residential and nursing placements.	140	100	240	240	-	-	-	-	-	-	-	-		
CLC005/16-17		Place	Public Realm	Alternative Service Delivery Model for Animal Warden Service	Savings Slipping but Achievable	-	160	160	160	-	-	-	Amber			1. To be delivered as part of the Enforcement review in 2018-19.	-	-	-	-			-	-	-	-	-	-		
CLC007/16-17		Place	Public Realm	Review of Enforcement Function-More Generic Working	Savings Slipping but Achievable	-	451	451	100	351	-	-	Amber			1. £100k will be delivered in 2018-19 with the balance of £351k being realised in 2019-20 through the Enforcement Review. 2. The shortfall for 2018-19 will be mitigated from the deferred waste efficiencies.	351	351	351	-	-	-	-	-	-	-	-			
CLC008/16-17		Place	Public Realm	School Crossing Patrols to be delivered by Schools	Savings Slipping but Achievable	-	89	89	89	-	-	-	Amber			1. Alternative options for funding are now being considered for achieving the saving.	-	-	-	-			-	-	-	-	-	-		
D&R002/17-18		Place	Housing Options	Maximising use of technology in Housing Options Service	Savings Slipping but Achievable	-	-	-	-	-	-	-					300	-	300	-	300	-	-	9.0	300	300	300	-	-	
D&R008/16-17		Place	Corporate Property & Capital Delivery	Generating more income from council assets	Savings Slipping but Achievable	-	50	50	-	50	-	-	Amber			1. Income generation is associated with the Public space wifi programme. 2. The tender process is to be relaunched, which will result in slippage of the saving.	50	50	50	-	-	-	-	-	-	-	-	-		
RES001a/17-18		Resources	Human Resources	Human Resources	Savings Slipping but Achievable	1,250	250	1,500	250	1,250	-	25.0	Red			1. Restructure completed; £250k savings achieved. 2. The balance of savings will need to be delivered through non staffing budgets and through the agency reduction project and the terms and conditions review. Significant slippage expected in 2018-19 hence Ragged RED	1,250	1,250	1,250	-	-	-	-	-	-	-	-	-		
ALL004/17-18		Resources	Corporate Finance	Centralisation of Finance	Savings Slipping but Achievable	300	700	1,000	300	700	-	15.0	Amber			1. Restructure progressing; full target will be achieved, but there will be slippage in 2018-19. Full savings due from 2019-20.	700	700	700	-	-	-	-	-	-	-	-	-		
RES001b/17-18		All	All	Human Resources	Savings Slipping but Achievable	1,500	-	1,500	1,500	1,500	-	-	Amber			1. Savings to be delivered through reductions in agency spend; a reduction in spend is not being achieved and savings are being delivered through a rebate process which relies on a higher agency spend.	2,000	-	2,000	2,000	-	-	-	-	-	-	-	-		
RES006/17-18		All	All	Functional Consolidation of Procurement	Savings Slipping but Achievable	-	250	250	-	250	-	-	Amber			1. Incorporated into the finance restructure project. See comments above on 'centralisation of finance'.	-	250	250	250	-	-	-	-	-	-	-	-		
ALL001/17-18	SS04-RPG SS06-MPS	All	All	Review of Printing/ Scanning/ Use of Multi-Functional Devices (MFD'S)	Savings Slipping but Achievable	500	490	990	120	870	-	-	Red	Red		1. Only the MFD element of the project is currently in delivery. This is actually likely to over-deliver (£120K this year vs assumption of £50K) however the other elements are not going to deliver in this financial year. 2. The assumptions underpinning the full saving are going to be reviewed to check they are still valid.	500	870	1,370	1,370	-	-	-	-	-	-	-	-		
ALL006/17-18	SS01-CS SS05-LP	All	All	Local Presence / Contact Centre Review	Savings Slipping but Achievable	650	600	1,250	100	1,150	-	3.0	Red	Red		1. Project progressing, however savings will not be achieved till 2019-20	800	1,150	1,950	1,950	-	-	-	-	-	54.0	-	-	-	
Savings Slipping but Achievable						4,565	3,204	7,769	121	3,019	4,750	-	43.0				3,840	4,750	8,590	8,290	300	-	63.0	-	300	300	300	-	-	0.0
Not Deliverable / Not Achievable																														
CHI006/17-18		Children's Services	Childrens Social Care	Regional Adoption Agency	Not Deliverable / Not Achievable	250	-	250	-	250	-	-	Red			1. This savings target will not be achieved. It is expected to be reversed.	-	-	-	-			-	-	-	-	-	-		

Reference	PMO Project Reference	Directorate	Service Area	Title	Savings Achievement Status	2018-19										2019-20							2020-21									
						Savings target	Slippage from previous year	Revised Savings target	Delivered / cashed	Forecast savings	Variance - Slippage	Variance - Under / (over) delivery	FTE Impact	Forecast Savings RAG	Project Status RAG	Status update	Savings target	Slippage from previous year	Revised Savings target	Forecast savings	Variance - Slippage	Variance - Under / (over) delivery	FTE Impact	Savings target	Slippage from previous year	Revised Savings target	Forecast savings	Variance - Slippage	Variance - Under / (over) delivery	FTE Impact		
						£'000	£'000	£'000	£'000	£'000	£'000	£'000					£'000	£'000	£'000	£'000	£'000	£'000		£'000	£'000	£'000	£'000	£'000	£'000			
CHI003/17-18		Children's Services	Learning & Achievement	Increasing the involvement of partners in Early Years services	Not Deliverable / Not Achievable	1,204	125	1,329				1,329		Red		1. IEYS savings for LADN cannot be made due to the budget being funded by DSG. 2. Children's Services forecast increased in Q2 by £1.3m due to unachievable savings. This will be offset by additional income in Resources Directorate.	1,079	-	1,079				1,079		-							
CHI005/17-18	FS05-SEN	Children's Services	Learning & Achievement	Better targeting of services for children with special educational need and disabilities (SEND)	Not Deliverable / Not Achievable	300	100	400	200	200		200	3.0	Green	Red	1. The £100k savings slipped from 2017-18 have been achieved by the Educational Psychologist Service. A further £100k will be achieved in 2018-19 by the Educational Psychologist Service. (Green) 2. There are still concerns about whether the £200k balance of the 2018-19 savings as stated in the original business case. Ongoing review of SEN services. (Red)	740	-	740				740		-							
CLC006/16-17		Place	Public Realm	Income Generation Opportunity from CCTV Network	Not Deliverable / Not Achievable	-	200	200				200		Red		1. This saving will not be achieved.		-	-				-		-		-					
Not Deliverable / Not Achievable						1,754	425	2,179	200	200	-	1,979	3.0				1,819	-	1,819	-	1,819	-	0.0		-	1,819	1,819	-	1,819	-	0.0	
Total						18,319	5,443	23,770	4,305	15,590	6,206	1,974	91.0				14,674	6,206	20,880	18,761	2,119	-	72.0		9,030	2,119	11,149	9,330	1,819	-	7.5	

Mayoral Priority Growth 2018-21 as at 30 November 2018

Reference	Directorate	New / 2017-20 MTFFS / 2017-20 MTFFS Extension	Title	Strategic Priority Outcome	Revenue (One Off)						Revenue (Ongoing)						Capital						Housing Revenue Account					Status update			
					2017-18 Brought forward £'000	2018-19 £'000	2018-19 Forecast £'000	2019-20 £'000	2020-21 £'000	Total £'000	2017-18 Brought forward £'000	2018-19 £'000	2018-19 Forecast £'000	2019-20 £'000	2020-21 £'000	Total £'000	2017-18 Slippage £'000	2018-19 £'000	2018-19 Forecast £'000	2019-20 £'000	2020-21 £'000	Total £'000	2018-19 £'000	2018-19 Forecast £'000	2019-20 £'000	2020-21 £'000	Total £'000				
MPG/ CHI 01 / 18-19	Children's Services	New	Implementation of the Ethical Care Charter	1.2 Children and young people are protected so they can realise their potential								109	109																	-	Growth on track to be fully utilised in 2018-19 - Children with Disabilities Service
MPG/ CHI 02 / 18-19	Children's Services	New	Early Years Provision Victoria Park and St Hilda's Community Centre	1.2 Children and young people are protected so they can realise their potential		88	25	31	31	150																				-	Decision awaited for Victoria Park (£57k). St Hilda's/Toyhouse forecast to spend £25k in 2018-19.
MPG/ CHI 03 / 18-19	Children's Services	2017-20 MTFFS Extension	Continuing to provide universal free school meals	1.2 Children and young people are protected so they can realise their potential		-	2,250	2,250	2,000	2,000	6,250																			-	£2m for free school meals for primary schools. £0.250m for loss of income April to August 2018. Now confirmed that there will be no price increase for Primary schools for 2018/19, pending review on Contract services in 2018/19. This budget has previously overspent and is reporting £0.5m pressure for 2018/19.
MGRO CHI 1-17	Children's Services	2017-20 MTFFS	Supporting our Care Leavers to find work opportunities through employment initiatives	1.2 Children and young people are protected so they can realise their potential								472	472				472													-	Leaving Care Service is expected to utilise the full growth bid for 2018-19 for targeting employment service for care leavers (NEET).
MGRO CHI 2-17	Children's Services	2017-20 MTFFS	Children's Centre commissioning of voluntary and community sector (VCS) organisations	1.2 Children and young people are protected so they can realise their potential		93	120	135	120	333																				-	Outreach service provided by the Voluntary Sector for 'hard to reach' families. It is expected that £135k will be spent in 2018-19. The balance of the total allocation (£198k) will be spent in 2019-20 when a more comprehensive summer programme is planned with the VCS.
MGRO CLC 5-17	Children's Services	2017-20 MTFFS	Provision of four new outdoor gyms to improve health outcomes to all parts of the community	1.3 People access joined-up services when they need them and feel healthier and more independent								90					90		2	183	166			185						-	£165.6k capital spent to date. Capital Growth on track to be fully spent in 2018/19. Expected that £90k Revenue growth will not be required as equipment purchased with a 7 year maintenance agreement.
Children's Services Total					93	2,458	2,410	2,151	2,031	6,733	562	109	581				671	2	183	166			185								
MPG/ HAC 01 / 18-19	Health, Adults and Community	New	Community Safety, ASB & Crime	2.3 People feel safer in their neighbourhoods and anti-social behaviour is tackled			315	180	273	277	865																			-	The new posts have been recruited to; two members of staff have recently started, and the remaining two will start in the new year.
MPG/ HAC 02 / 18-19	Health, Adults and Community	New	Additional Police officers for Neighbourhoods	2.3 People feel safer in their neighbourhoods and anti-social behaviour is tackled			500	350	1,250	1,250	3,000																			-	The Metropolitan Police Service is recruiting extra police officers to work directly in response to residents' concerns around community safety. This is a partnership initiative between the Council and Tower Hamlets Police, and replaces the previous partnership taskforce (PTF) agreements. Ten officers are currently in post and working.
MPG/ PLA 06 / 18-19	Health, Adults and Community	New	ASB & Crime Neighbourhood Management	2.3 People feel safer in their neighbourhoods and anti-social behaviour is tackled			145	80	200	200	545																			-	Will be delivered as part of the Enforcement review.
Health, Adult & Community Total					-	960	610	1,723	1,727	4,410	-	-	-	-	-	-	-	-	-	-	-	-	-	-							
MPG/ PLA 01 / 18-19	Place	New	Enabling Unemployed Parents to Move into Childcare Jobs	1.1 People access a range of education, training, and employment opportunities			450	450	451	451	1,352																			-	Working Start Parents into Childcare jobs - Procurement for training provider completed. Pre-placement training set for this programme and will start in August. Training deliverer secured. An additional 9 trainees are scheduled to start in the schools in September.
MPG/ PLA 02 / 18-19	Place	New	Watney Market Shop Front for 'Young WorkPath'	1.2 Children and young people are protected so they can realise their potential			60	60	60	60	180													293						-	Programme has been reprofiled to take account of enoagement and oreplacement courses. The New Young WorkPath shop has been refurbished and occupied by the Careers Service staff. Opened to the public on Monday 6th August. The project will achieve it's target for the year to embed Young WorkPath into the wider Workpath employment partnership model.
MPG/ PLA 03 / 18-19	Place	New	Private Tenants Charter	2.2 People live in good quality and affordable homes and well-designed neighbourhoods									100	85			100													-	Trading Standards and EH Officers appointed currently being covered by agency. Staff have now started and have been filled by agency in the interim.
MPG/ PLA 04 / 18-19	Place	New	Air Quality Assistant	2.1 People live in a borough that is clean and green			71	71	50	50	171																			-	Air quality officer started and backfilled by agency in the interim.
MPG/ PLA 05 / 18-19	Place	New	Bursary for Environmental Health Trainees	2.1 People live in a borough that is clean and green			30	30	30	30	90																			-	Officers appointed full spend expected
MGRO D&R 1-17	Place	2017-20 MTFFS	Creating community hubs and regularising the usage of community buildings to provide high quality, low cost space for community groups	3.2 People say we work together across boundaries in a strong and effective partnership to achieve the best outcomes for our residents		60	60	60		120													1,910						-	Works have been completed at the Tramshed and the St Andrews (A12) building to create the second and third community hubs. Planning consent has been achieved and works at Granby Hall are due to start in October 2018. A planning submission has been made for Raines House and works are also scheduled to start in October 2018.	
MGRO D&R 2-17	Place	2017-20 MTFFS	Enhancing services to support people in overcoming the barriers to accessing skills and toward employment	1.1 People access a range of education, training, and employment opportunities		26	221	181	226	473																			-	ESOL delivery 18/19- 32 learners have been trained through pilot programmes with 18 moving onto accredited higher level training and 13 moving onto the WorkPath Working Start job placement programme. 200 clients have been identified by WorkPath, as having English as a primary barrier to employment. 12 training programmes have been scheduled for 2018-19 (up to 244 residents trained). Courses will commence in October 2018 in line with Idea Store Learning Term Time. Initial Assessments are currently being completed with potential learners. A networking/consultation event being arranged for November 2018 will enable a soft launch of mapping online that will allow residents to access details of ESOL provisions around the borough via a centralised point. The online ESOL Hub test page has been set up and drafted. The ESOL borough partnership has seen an increase in member organisations from 20 to 32. To facilitate the increase, the organisations will be arranged into 2 new groups. The terms are currently being revised for approval. Regular communication will also be established via Monthly bulletins. The template is work in progress and the first edit is proposed to circulate in Mid October 2018.	
MGRO D&R 3-17	Place	2017-20 MTFFS	Introducing new off-street parking arrangements in our housing estates due to changes in national legislation	2.1 People live in a borough that is clean and green			(10)	(10)	(80)	(90)								186	500	686	1,300	1,300	3,286		(300)	(300)	(250)		(550)	-	TMO report due to be considered at Cabinet in September prior to implementation.
MGRO D&R 4-17	Place	2017-20 MTFFS Extension	Supporting young people realise their potential through the Mayor's Apprenticeship Fund	1.1 People access a range of education, training, and employment opportunities		(20)	203	135	199	84	467																			-	Target delivery of creating 1000 apprenticeship opportunities by 2020 is on course. Outreach with various partners have successfully contributed to the number of apprenticeship creations. Currently, 481 apprenticeships have been created with 201 of these already been filled (191 started and 10 pending pending provider approval on DAS.) 332 leads are being progressed. The existing commissioned contract is being terminated by mutual agreement due to exhausting all contacts. A new officer is being appointed to inform and support local SMEs and employers to maximise placements and promote apprenticeships for residents to access. We are currently at around 50% of the target with two years left to run and confident at reaching the required achievement. The programme has been reprofiled to take account of the change in delivery mechanism.

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Reference	Directorate	New / 2017-20 MTFS / 2017-20 MTFS Extension	Title	Strategic Priority Outcome	Revenue (One Off)					Revenue (Ongoing)					Capital					Housing Revenue Account					Status update					
					2017-18 Brought forward £'000	2018-19 £'000	2018-19 Forecast £'000	2019-20 £'000	2020-21 £'000	Total £'000	2017-18 Brought forward £'000	2018-19 £'000	2018-19 Forecast £'000	2019-20 £'000	2020-21 £'000	Total £'000	2017-18 Slippage £'000	2018-19 £'000	2018-19 Forecast £'000	2019-20 £'000	2020-21 £'000	Total £'000	2018-19 £'000	2018-19 Forecast £'000		2019-20 £'000	2020-21 £'000	Total £'000		
MGRO D&R 5-17	Place	2017-20 MTFS	Supporting residents aged 50 and above through training and support to help them access employment opportunities	1.1 People access a range of education, training, and employment opportunities	71	109	179	101	280																					Working Start 50+. 16 in first cohort of which 4 have already progressed into work. Interviews taking place for a further placements in August. Roles are BA, Gardener, Handy Person, Community Outreach & Marketing Officer. These roles are to start 30th September 2018. Planning for future cohorts associated with increased. Celebration Working Start for Women into Health and Social Care - Currently training 33 and an additional 14 on pre-placement training following recent recruitment event. All are business administration roles. 118 booked onto recruitment days held 10th and 11th of July. Results will be reported next quarter. Literacy & Numeracy Course for WHSC- 5 week course. Clients improved from E2 to L1. Next course is planned for September for 10 weeks. An extra recruitment event outside the planned cohorts will be done in September to get Health Care Assistants trainees with an expectation of 20 residents onto the programme. The programme has been reprofiled to take account of shifting engagement and start dates for 18/19 cohort numbers. DBS checks an issue because of delays by the MET. NHS OH so we have 9 trainees ready to start. Will proceed with this start which will now be the 8.10.18. Recruitment day set for 29th October 2018 to recruit for HCA and BA. Conducting open days at Outreach sites tbc. Current cohort will end on 11.11.18 and GIS for I tres will be done mid-November- date tbc.
MGRO D&R 6-17	Place	2017-20 MTFS	Helping women to progress from unemployment into health care careers.	1.1 People access a range of education, training, and employment opportunities	327	736	848	705	1,768																					
MGRO D&R 7-17	Place	2017-20 MTFS	Planning Enforcement	2.1 People live in a borough that is clean and green						151		151																		Full team has been implemented.
HRA Budget report	Place	2017-20 MTFS	HRA funding set aside for ASB Initiatives	2.3 People feel safer in their neighbourhoods and anti-social behaviour is tackled																	836	491	736					1,572	The 7 police officers are funded by the HRA at a total cost of £490k per annum for 3 years. This is matched funded by MOPAC to provide additional 7 police officers (free of charge).	
MGRO CLC 1-17	Place	2017-20 MTFS	Investing in public realm to improve the local environment for residents	2.1 People live in a borough that is clean and green												455	1,000	1,455	1,000			2,455							Programme of works to be agreed with Lead Member.	
MGRO CLC 2-17	Place	2017-20 MTFS	Improving the quality of living environment for our residents through re-deployment of enforcement officers	2.3 People feel safer in their neighbourhoods and anti-social behaviour is tackled						150		150																	Will be delivered as part of the Enforcement review.	
MGRO CLC 3-17	Place	2017-20 MTFS	Improving Air quality in Tower Hamlets	2.1 People live in a borough that is clean and green	50	50	50		100							50	50	100					100						Mayoral grants - applications received being assessed, will all be allocated	
MGRO CLC 4-17	Place	2017-20 MTFS	Incentivising better waste collection arrangements on housing estates	2.1 People live in a borough that is clean and green	505	250	300	250	1,005																					The full £1.02m including is still required as it links to the full 2 year plan for the estates recycling project, communications and interventions. Revised profile 18-19 £300k; 19-20 £700k
Place Total					1,019	2,230	2,354	1,991	675	5,916	301	100	386	-	-	401	504	2,990	3,494	3,250	1,300	8,044	536	191	486	-	1,022			
MGRO RES 1-17	Resources	2017-20 MTFS	Providing free Wi-Fi in Tower Hamlets for all	3.1 People say we are open and transparent putting residents at the heart of everything we do						250																			Project progressing	
MGRO RES 2-17	Resources	2017-20 MTFS Extension	Tackling Poverty Fund - Tackling poverty in Tower Hamlets by creating a Welfare Support Scheme to support residents	1.3 People access joined-up services when they need them and feel healthier and more independent	733	1,667	1,700	1,667	1,667	5,734																			Tackling povertu initiatives are progressing; Forecasting to spend £1.7m	
Resources Total					733	1,667	1,700	1,667	1,667	5,734	250	-	-	-	-	250	-	500	-	500	500	1,500	-	-	-	-	-	-		
Total					1,845	7,315	7,074	7,532	6,101	22,793	1,113	209	967	-	-	1,322	506	3,673	3,660	3,750	1,800	9,729	536	191	486	-	1,022			


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Directorate	Programme	Current Year						Future Years			All Years (inc Future and Past)			
		Latest Budget 2018/19 (£m)	Spend to Q3 (month 8) 2018/19 (£m)	Spend to date as % of annual budget	Projected Spend to 31/3/2019 (£m)	Projected Variance for 2018/19 (£m)	Projected Variance for 2018/19 (%)	Explanations for Projected Variance and for % Spend to Date	2019/20 Budget (£m)	2020/21 and Future Years' Budgets (£m)	Total Future Years Budget (£m)	Spend in previous years for current projects (£m)	Total Budget - All Years (£m)	Total Projection - All Years (£m)
Children's	Mayor's Priority - Parks and Open Spaces	0.235	0.167	71%	0.235	-0.000	0%		0.000	0.000	0.000	0.015	0.250	0.250
Children's	Parks	0.895	0.138	15%	0.786	-0.108	-12%	Underspends projected against the 18/19 allocated budget for Bartlett Park and King Edward Memorial Park (slipped scheme). Large proportion of Parks budget £0.711m (74%) is for Bartlett Park a project just about to get underway.	4.398	3.190	7.588	3.242	11.726	11.726
Children's	Conditions and Improvement	5.724	1.637	29%	5.810	0.086	1%	% Spend to date: Awaiting invoicing for some of the larger projects such as Bangabandhu - Roofing Phase 3 and Bow South - Temporary SEN provision, works still on current programme. For Beatrice Tate - Temporary Classes and Arnhem Wharf, delayed but awaiting firmer costs and programme.	2.157	0.000	2.157	9.818	17.700	17.700
Children's	Bishop Challenor	0.000	0.000	0%	0.000	0.000	0%		0.000	0.590	0.590	0.010	0.600	0.600
Children's	Basic Need/Expansion	6.375	2.132	33%	6.376	0.001	0%	% Spend to date: Awaiting invoicing for projects such as Langdon Park - 6th Form and Bow Site - SEN Provision. Project Raine's procurement of main contractor with Diocese and delayed, awaiting up-to-date programme and costs.	17.388	16.887	34.275	47.764	88.414	88.414
Children's	CHI - Mayoral Priority Growth	0.000	0.023	0%	0.023	0.023	0%		0.000	0.000	0.000	0.000	0.000	0.000
Children's	Provision for 2 year olds	1.164	0.033	3%	1.007	-0.156	-13%		0.000	0.000	0.000	1.260	2.423	2.423
Children's	Culture	1.416	0.284	20%	1.475	0.059	4%	Overspend will be funded from Revenue and S106. Should be funding for Langdon BMX. The low percentage spend is due to Tower Hill Terrace and Leisure Centre Improvement (CHI Indicative Schemes Culture). These schemes are just getting underway and a large amount of work will be completed in the next three months.	0.881	0.000	0.881	0.845	3.142	3.142
Children's	Healthy Pupil Capital Funding (HPCF)	0.259	0.000	0%	0.259	0.000	0%	% Spend to date: Programme being developed.	0.000	0.000	0.000	0.000	0.259	0.259
Children's	Special Provision Capital Fund	0.000	0.000	0%	0.500	0.500	0%	% Spend to date: Programme being developed.	0.000	0.000	0.000	0.000	0.000	0.500
Children's	Health and Wellbeing	0.300	0.000	0%	0.000	-0.300	-100%		0.075	0.000	0.075	0.000	0.375	0.375
Children's Total		16.368	4.414		16.472	0.104			24.900	20.667	45.567	62.954	124.889	125.389
Corporate	Whitechapel Civic Centre	9.812	3.381	34%	5.000	-4.812	-49%		41.324	69.240	110.564	4.771	125.147	125.147
Corporate	CORP - Indicative Schemes - Other	0.000	0.000	0%	0.000	0.000	0%		0.500	0.270	0.770	0.000	0.770	0.770
Corporate Total		9.812	3.381		5.000	-4.812			41.824	69.510	111.334	4.771	125.917	125.917
HAC	Tele Care/Telehealth Equipment	0.000	0.000	0%	0.000	0.000	0%		0.097	0.000	0.097	0.275	0.372	0.372
HAC	Public Health	2.655	0.009	0%	2.600	-0.055	-2%	Mainly slippage and projects approved now no longer going ahead	11.323	5.604	16.927	3.296	22.878	22.878
HAC	Occupational Therapy Suite	0.000	0.000	0%	0.000	0.000	0%		0.000	0.000	0.000	0.139	0.139	0.139
HAC	Condition	0.000	0.000	0%	0.000	0.000	0%		0.000	0.000	0.000	0.095	0.095	0.095
HAC	Adult Social Care	0.020	0.000	0%	0.020	0.000	0%	Project scope is being redeveloped	0.180	0.000	0.180	0.000	0.200	0.200
HAC Total		2.675	0.009		2.620	-0.055			11.600	5.604	17.204	3.805	23.684	23.684
HRA	Housing Capital Programme	28.885	8.653	30%	28.902	0.017	0%	The significant element impacting the capital programme delivery relates to procurement delays following an issue with one of the main bidders on the LCP Framework which required additional due diligence and led to their eventual disqualification. This, plus the requirement to carry out further S20 consultation led to delays to the start of the larger programmes of work in Better Neighbourhoods and Fire Safety works, with current forecasts of approximately £0.180m slippage. Some of the housing Initiatives and mechanical and engineering programmes which are demand-led (voids, emergency boilers, lifts) are forecasting an overspend of £0.197m so the current projection for the whole Capital programme is £0.017m overspend.	24.257	79.492	103.749	110.198	242.833	242.833
HRA	Ocean Estate Regeneration	0.931	-0.048	-5%	0.931	0.000	0%		0.000	0.000	0.000	2.117	3.048	3.048
HRA	Blackwall Reach	1.721	0.044	3%	1.721	0.000	0%	The bulk of remaining spend will be Phase 3 land assembly, with 6 homeowners still to buy back (c. £2.5m), these should be anytime between now and 2022.	0.223	1.308	1.531	2.284	5.537	5.537
HRA	Fuel Poverty Works	0.429	-0.026	-6%	0.000	-0.429	-100%	No spend is anticipated apart from retention payments.	0.000	0.000	0.000	3.878	4.307	4.307
HRA	Short Life Properties	0.005	0.002	33%	0.019	0.014	283%	Final accounts to be paid, invoices recently submitted	0.000	0.000	0.000	1.551	1.556	1.556
HRA	Phase 2a Infill Pipeline Schemes (1-4-1)	8.653	0.708	8%	4.092	-4.561	-53%	Half of the budget is currently unallocated to schemes, they will be firmed up in the new year, with spend expected in 2019/20	18.600	44.980	63.580	0.397	72.630	72.630
HRA	New Supply - Budget Provision	0.000	0.000	0%	0.000	0.000	0%		0.000	0.000	0.000	0.000	0.000	0.000
HRA	Buybacks 1-4-1 Receipts	0.000	-0.059	0%	0.000	0.000	0%		0.000	0.000	0.000	1.062	1.062	1.062

Directorate	Programme	Current Year						Future Years			All Years (inc Future and Past)			
		Latest Budget 2018/19 (£m)	Spend to Q3 (month 8) 2018/19 (£m)	Spend to date as % of annual budget	Projected Spend to 31/3/2019 (£m)	Projected Variance for 2018/19 (£m)	Projected Variance for 2018/19 (%)	Explanations for Projected Variance and for % Spend to Date	2019/20 Budget (£m)	2020/21 and Future Years' Budgets (£m)	Total Future Years Budget (£m)	Spend in previous years for current projects (£m)	Total Budget - All Years (£m)	Total Projection - All Years (£m)
HRA	New Supply - On site	14.181	2.063	15%	6.717	-7.464	-53%	There have been three starts on site this year, though they were subject to delays.	10.000	13.500	23.500	32.700	70.382	70.382
HRA	New Supply Pre construction (Phase 1)	1.621	0.197	12%	1.684	0.063	4%		10.816	45.853	56.669	3.564	61.854	61.854
HRA	Community Benefit Society - 1-4-1 receipts	4.500	0.000	0%	0.000	-4.500	-100%	Establishment of company is underway	4.500	0.000	4.500	0.000	9.000	9.000
HRA	Mayor's Priority - Housing	0.060	0.010	16%	0.060	-0.000	0%	The forecast expenditure is expected to be £0.06m due to the fact that approvals for this project were received late in the year and the works will actually start in January 2019.	1.450	1.776	3.226	0.014	3.300	3.300
HRA	Phase 2b Mixed Tenure Schemes (1-4-1)	0.930	0.283	30%	0.970	0.040	4%		10.220	52.450	62.670	0.011	63.611	63.611
HRA Total		61.916	11.828		45.096	-16.820			80.066	239.360	319.426	157.777	539.119	539.119
Place	Contaminated Land Works	0.110	0.010	9%	0.110	0.000	0%	Budget reprofiled. Project managers have identified a further £100k spend.	0.106	0.024	0.130	0.229	0.469	0.469
Place	ICT Solution - Handheld Devices	0.373	0.111	30%	0.193	-0.180	-48%	Circa £90k to spend and rest will be slipped into next year.	0.000	0.000	0.000	0.171	0.544	0.544
Place	TfL Schemes	4.140	0.848	20%	3.777	-0.363	-9%	Minor adjustments to the funding streams from TfL have occurred since start of the financial year due to changes in the scope of works of certain projects. Subsequent consultation issues with some schemes has lead to delays in starting work on site. Other sites were not available or ready for works to commence.	2.868	1.015	3.883	10.959	18.982	19.182
Place	Public Realm Improvements	5.661	1.772	31%	4.767	-0.894	-16%	Contract negotiations are on-going with a view to the issue of an invitation to tender to cover the whole contract commitment associated with the renewal of the programme of Streetlighting in the Borough. The Highways & Footways programme was progressing well but we now have the pressure of additional funding being allocated by DfT with the limitation that the £539k additional funding has to be spent by the 31st March 2018	6.283	5.941	12.224	3.741	21.626	21.626
Place	Transport S106 Funded Schemes	3.163	0.106	3%	0.356	-2.807	-89%	This funding stream was being managed concurrently with other transport and highways schemes. The majority of this funding is to be moved into future years, with TfL funding being spent first.	0.233	0.623	0.856	1.634	5.653	5.653
Place	OPTEMS	0.150	-0.000	0%	0.010	-0.140	-93%	These projects are also being managed concurrently with TfL funded work and the delays with the TfL schemes has had an impact on this work. Consequentially, these projects have been slipped into 2019/20	0.000	0.000	0.000	0.530	0.680	0.680
Place	Improving Air Quality	0.069	0.029	43%	0.100	0.031	45%	Anticipating full spend	0.031	0.000	0.031	0.000	0.100	0.100
Place	Private Sector Improvement Grants	0.043	0.028	63%	0.043	-0.000	-1%	Distribution of grant is demand and need led, unused resources will be carried forward into future years	0.100	0.800	0.900	0.010	0.954	0.954
Place	Disabled Facilities Grants	1.687	0.908	54%	1.550	-0.137	-8%	Distribution of grant is demand and need led, unused resources will be carried forward into future years	1.500	3.000	4.500	0.156	6.343	6.343
Place	Section 106 Passported Funding	0.050	0.000	0%	0.000	-0.050	-100%	Scheme has completed, residual budget held for final accounts	0.000	0.000	0.000	0.372	0.423	0.423
Place	S106 Schemes	1.913	0.417	22%	2.154	0.241	13%		1.831	0.000	1.831	0.906	4.649	4.769
Place	Conversion of council buildings to temporary accommodation	4.016	0.281	7%	0.559	-3.457	-86%	Some delays due to current arrangements for some of the buildings identified, works expected to be completed by June 2021	0.444	0.000	0.444	0.090	4.550	4.643
Place	Community Hubs/Buildings	0.681	0.309	45%	0.607	-0.074	-11%	Works underway, with Challoner Walk and St Andrews complete.	1.389	0.000	1.389	1.090	3.160	4.802
Place	Registered Provider Grant Scheme (from 1-4-1)	5.221	1.670	32%	2.960	-2.261	-43%	Spend dependent on external partners	2.269	1.674	3.943	2.902	12.066	12.066
Place	Purchase of Properties for use as temporary accommodation	31.505	36.152	115%	45.000	13.495	43%	Accelerated spend is being undertaken in order to limit the amount of interest payable on Right to Buy one for one receipts. Budget will be brought forward from future years	24.970	58.300	83.270	31.251	146.026	146.026
Place	Thriving High Streets Pilot Programme	0.851	0.261	31%	0.851	-0.000	0%		0.000	0.000	0.000	0.149	1.000	1.000
Place	Establish a Wholly Owned Company	6.000	0.000	0%	1.000	-5.000	-83%	Process of establishing company has started, anticipate first acquisitions Q4	0.000	0.000	0.000	0.000	6.000	6.000
Place	Establish a Community Benefit Society	2.500	0.000	0%	0.000	-2.500	-100%	Process of establishing CBS has started	0.000	0.000	0.000	0.000	2.500	2.500
Place	CCTV	0.067	0.000	0%	0.000	-0.067	-100%	No spend, slippage expected	0.000	0.000	0.000	0.000	0.067	0.067
Place	BSF ICT Infrastructure	0.978	0.000	0%	0.000	-0.978	-100%	The BSF programme is finished and final accounts are being concluded. Once this is resolved a proposal will be brought forward to utilise any remaining resources. It is anticipated this will happen in 2019-20	0.000	0.000	0.000	2.900	3.878	3.878
Place	Mayor's Priority - Public Realm Improvements	1.455	0.025	2%	0.455	-1.000	-69%	The delivery of the minor works is time-consuming, therefore £1m is expected to slip into 2019/20	1.000	3.000	4.000	0.545	6.000	6.000
Place	Investment works to LBTH Assets	1.061	0.533	50%	1.069	0.008	1%		0.000	0.000	0.000	0.768	1.829	1.829

Directorate	Programme	Current Year						Explanations for Projected Variance and for % Spend to Date	Future Years			All Years (inc Future and Past)		
		Latest Budget 2018/19 (£m)	Spend to Q3 (month 8) 2018/19 (£m)	Spend to date as % of annual budget	Projected Spend to 31/3/2019 (£m)	Projected Variance for 2018/19 (£m)	Projected Variance for 2018/19 (%)		2019/20 Budget (£m)	2020/21 and Future Years' Budgets (£m)	Total Future Years Budget (£m)	Spend in previous years for current projects (£m)	Total Budget - All Years (£m)	Total Projection - All Years (£m)
Place	WorkPath / Young WorkPath	0.193	0.107	56%	0.193	0.000	0%		0.000	0.000	0.000	0.007	0.200	0.200
Place	Asset Maximisation	0.500	0.051	10%	0.142	-0.358	-72%	Schemes have been identified on five sites, and works are underway on each	0.000	0.000	0.000	0.000	0.500	0.500
Place	Montefiore Centre Refurbishment Programme	0.100	0.014	14%	0.100	0.000	0%		0.900	0.000	0.900	0.000	1.000	1.000
Place	St Georges Town Hall Refurbishment Programme	0.100	0.018	18%	0.100	0.000	0%		0.650	0.000	0.650	0.000	0.750	0.750
Place	Section 55 Programme - Transport and Improvements	0.440	0.000	0%	0.000	-0.440	-100%	Programme of works still to be finalised, project slipped into 2019/20	0.000	0.000	0.000	0.000	0.440	0.440
Place	South Dock Bridge	0.259	0.000	0%	0.259	0.000	0%		1.111	0.000	1.111	0.000	1.370	1.370
Place	Carbon Offsetting	0.300	0.000	0%	0.600	0.300	100%		0.300	0.000	0.300	0.000	0.600	0.600
Place Total		73.586	43.652		66.954	-6.632			45.985	74.377	120.361	58.410	252.357	254.412
Resources	Idea Store	0.280	0.000	0%	0.280	0.000	0%		0.000	0.000	0.000	0.201	0.482	0.482
Resources	RESOURCES - Mayoral Priority Growth 2017-18 to 2019-20	0.000	0.000	0%	0.000	0.000	0%		0.500	1.000	1.500	0.000	1.500	1.500
Resources	Local Presence Project	0.212	0.029	14%	0.212	0.000	0%		1.388	0.000	1.388	0.000	1.600	1.600
Resources Total		0.492	0.029		0.492	0.000			1.888	1.000	2.888	0.201	3.582	3.582
Grand Total		164.849	63.313		136.635	-28.214			206.262	410.517	616.780	287.919	1,069.548	1,072.102

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<p>Cabinet</p> <p>27 February 2019</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Neville Murton, Acting Corporate Director, Resources</p>	<p>Classification: Unrestricted</p>
<p>Corporate Directors' Decisions</p>	

Lead Member	Councillor Candida Ronald, Cabinet Member for Resources
Originating Officer(s)	Abdul Miah, Accountant - Financial Planning
Wards affected	All wards
Key Decision?	No
Strategic Plan Priority / Outcome	All

Executive Summary

This report sets out Corporate Directors' decisions under Financial Regulation B10 which stipulates that Corporate Director decisions be the subject of a noting report to Cabinet if they involve expenditure between £100,000 and £250,000.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Note the Corporate Directors' decisions set out in Appendix 1.

1. REASONS FOR THE DECISIONS

- 1.1 Financial Regulations require that regular reports be submitted to Cabinet setting out financial decisions taken under Financial Regulation B10.
- 1.2 The regular reporting of Corporate Directors' Decisions should assist in ensuring that Members are able to scrutinise officer decisions.

2. ALTERNATIVE OPTIONS

- 2.1 The Council is bound by its Financial Regulations (which have been approved by Council) to report to Cabinet financial decisions taken under Financial Regulation B10.

- 2.2 If the Council were to deviate from those requirements, there would need to be a good reason for doing so. It is not considered that there is any such reason, having regard to the need to ensure that Members are kept informed about decisions made under the delegated authority threshold and to ensure that these decisions are in accordance with Financial Regulations.

3. DETAILS OF REPORT

- 3.1 Financial Regulation B10 sets out the Cabinet Reporting Thresholds for the following financial transactions:

- Virements
- Capital Estimates
- Waiving Competition Requirements for Contracts and Orders (Subject to EU threshold)
- Capital Overspends
- Settlement Of Uninsured Claims

- 3.2 Under Financial Regulation B10, if the transaction involves a sum between £100,000 and £250,000 it can be authorised by the Corporate Director under the scheme of delegation but must also be the subject of a noting report to the next available Cabinet.

- 3.3 There have been fifteen Corporate Directors' Decisions with a value of between £100,000 and £250,000 since the last report. The total value of these decisions is £2,090,371 and further details on each decision are provided within Appendix 1.

4. EQUALITIES IMPLICATIONS

- 4.1 This report is concerned with the notification of officers' decisions under Standing Orders and has no direct Equalities implications. To the extent that there are Equalities Considerations arising from the individual decisions, these would have been addressed in the records of each decision.

5. OTHER STATUTORY IMPLICATIONS

- 5.1 This section of the report is used to highlight further specific statutory implications that are either not covered in the main body of the report or are required to be highlighted to ensure decision makers give them proper consideration. Examples of other implications may be:

- Best Value Implications,
- Consultations,
- Environmental (including air quality),
- Risk Management,
- Crime Reduction,
- Safeguarding.

5.2 This report is concerned with the notification of officers' decisions under Standing Orders and has no direct implications. To the extent that there are Statutory Implications arising from the individual decisions, these would have been addressed in the records of each decision.

6. COMMENTS OF THE CHIEF FINANCE OFFICER

6.1 The comments of the Chief Financial Officer have been included on each individual decision. There are no further financial implications arising from this report.

7. LEGAL COMMENTS

7.1 The report sets out individual Corporate Directors' Decisions for noting by Cabinet, as required by the Constitution. Therefore, the nature of this report is to comply with the Constitution.

7.2 Internal guidelines have been published setting out the process by which Records of Corporate Directors' Decisions are completed. These specify that the proposed decision must be in accordance with the Council's Financial Regulations and its Procurement Procedures.

7.3 The specific legal implications of each of these decisions has been considered and commented upon at the time each decision was made.

Linked Reports, Appendices and Background Documents

Linked Report

- None

Appendices

- Appendix 1 – Corporate Directors' Decisions under Financial Regulation B10

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

- None

Officer contact details for documents:

- Stephen Addams, Finance Business Partner, Place, Ext. 5212
- Paul Leeson, Finance Business Partner, Place, Ext. 4995
- Sandra Smith, Interim Finance Business Partner, Children Services ,Ext. 0672
- Adrian Osborne, Finance Business Partner, Health, Adults and Community, Ext. 3816

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Appendix 1: Corporate Directors' Decisions under Financial Regulation B10

Corporate Director	Reference	Amount	Description of Decision	Justification for Decision	Contractor's Name and Address	Date signed	Contact
Ann Sutcliffe Place	020-2017/18	£190,000	Adoption of capital estimates for projects to continue the delivery of the Sustainable Urban Drainage Systems (SUDS)	This decision was to approve a capital budget for the continued delivery of Sustainable Urban Drainage systems; creation of green space and green corridors, improved biodiversity, improvements in water quality and air quality throughout the borough.		26/07/2017 *	Paul Whitfield Highway Manager ext: 6866
Debbie Jones Children's Services	024-2017/18	£109,730	Adoption of capital estimates to complete the works in Mile End Stadium Astro-turf Development	This project is for the resurfacing of the existing full size astro-turf pitches at Mile End Park. The existing pitch has been in situ for over 14 years and although repeatedly patch repaired over the years it has now come to the end of its useful life. The key aims of the project are to: • Allow continued hockey and football provision • Meet demand for Hockey and multisport • Increase the overall rate of participation in sports and recreation activities for residents of the borough • Increase satisfactory levels amongst the local plan key theme in particular Health, Great Place to Live and Community Cohesion. The refurbished pitch will be a great resource for the community and sports groups in the surrounding area. The Pitch will meet the quality standards of England Hockey allowing local hockey groups to participate at a high standard. An initial allocation of £123,000 was made in 2013 based on high level estimates of what work might be required. Following revised costings, an additional capital estimate of £109,730 is required in order for the works to be completed, making the total capital estimate for this project £232,730		31/10/2017 *	Tim Clee Partnership and Participation Manager ext: 3142
Ann Sutcliffe Place	044-2017/18	£164,176	Adoption of capital estimates to deliver improvement scheme for the Central London Grid Cycle Route	Transport for London (TfL) has developed an improvement scheme for the Central London Grid Cycle Route running through Tower Hamlets from Calvert Avenue to Hackney via Goldsmith Row. The Majority of the route is in Hackney but a critical element of the scheme lies on the borough boundary at Calvert Avenue / Boundary Street. TfL and London Borough of Hackney have requested that the council carries out this element of the work under the existing boundary agreement for highway maintenance. The scheme has been the subject of public consultation in the area in October and November 2017 and no objections were received. The scheme meets the council's strategic plan objectives for improving cycling and walking and helping to make the borough one of the best in London for cycling. TfL have approved funding for the cost of the works and officer time and require the work to be completed within the current financial year.	JB Riney & Co Ltd 455 Wick Lane London E3 2TB	08/02/2018 *	Gary Marshall Team Leader Design Street Scene and Development ext: 6669
Denise Radley Health, Adults and Community	007-2018/19	£114,755	Waiving Financial Regulations to award contract to Bromley By Bow Centre	The delivery model of the Adult weight management programme is currently under review. It will take around 5 months to complete, and be in a position to commence a new procurement.	Bromley By Bow Centre St Leonard's St, Bromley By Bow, London E3 3BT	30/04/2018	Keith Williams Public Health Programme Lead - Commissioning ext: 1523
Denise Radley Health, Adults and Community	008-2018/2019	£104,156	Waiving Financial Regulations to award contract to Homerton Hospital	The delivery model of the Adult weight management programme is currently under review. It will take around 5 months to complete, and be in a position to commence a new procurement.	Homerton Hospital NHS Trust Homerton Row, Clapton, London E9 6SR	30/04/2018	Keith Williams Public Health Programme Lead - Commissioning ext: 1523
Denise Radley Health, Adults and Community	003-2018/19	£150,000	Waiving Financial Regulations to award contract to The Carers Centre	Cabinet agreed on 5th January 2016 to award this contract for three years from 01 July to 2013 to 30 June 2016 and subsequently agreed two years extension until 30th June 2018. This decision is to approve a contract award for five months to the Carers Centre until the award of a new contract, as the service requires cabinet approval to determine the future of carer's service. The council has committed to delivering services based on outcomes aligned with detailed specification working with carers and health and social care stakeholders. It was envisaged this would be completed in three months but it took six months which delayed the tendering process.	The Carers Centre 21 Brayford Square London, E1 0SG	06/06/2018	Shuheda Uddin Strategic Commissioning Manager ext: 4825
Denise Radley Health, Adults and Community	006-2018/19	£151,125	Waiving Financial Regulations to award a contract HC-One	To approve a contract award to Bakers Court Care Home for the provision of five bed space on a block contract. During this year's winter pressure the council, block booked beds in Tower Bridge Care Home, which was a success but through feedback from colleagues the bed spaces was not fully utilised due to some families having significant barriers in crossing the river. There is currently insufficient supply of nursing home beds in the borough furthermore additional capacity is required to minimise risks to the Council and Clinical Commissioning Group. The Care Quality Commission last inspected Bakers Court Care Home (BCCH) in September 2017 and the rating was good in all areas. HC-One Ltd is the owners of BCCHI and currently operates Aspen Court nursing home in Poplar. The contract rates agreed with HC-One Ltd are more favourable than Tower Bridge Care Home.	HC-One 17-21 Dod Street, Poplar, London, E14 7EG	14/06/2018	Stephanie Graden Commissioning Officer ext: 0391

Ann Sutcliffe Place	011-2018/19	£106,807	Waiving Financial Regulations to award contract to Providence Row Charity	This decision seeks to appoint Providence Row to undertake additional services with the aim of reducing the Council's rough sleeping figures this autumn and winter. The appointment follows the award of a Ministry of Housing, Communities and Local Government (MHCLG) grant allocation of £106,807 that was announced on 11th June 2018. The grant conditions specify that named providers should supply the services which must be fully staffed and able to deliver by 1st September 2018.	Providence Row Charity	21/06/2018	Kath Dane Street Population Co-ordinator ext: 5898
Ann Sutcliffe Place	012-2018/19	£117,923	Waiving Financial Regulations to award contract to St Mungo's	This decision seeks to appoint St Mungo's Homelessness Charity to undertake additional services with the aim of reducing the Council's rough sleeping figures this autumn and winter. The appointment follows the award of a Ministry of Housing, Communities and Local Government (MHCLG) grant allocation of £117,923 that was announced on 11th June 2018. The grant conditions specify that named providers should supply the services which must be fully staffed and able to deliver by 1st September 2018.	St Mungo's	21/06/2018	Kath Dane Street Population Co-ordinator ext: 5898
Debbie Jones Children's Services	016-2018/19	£150,000	Waiving Financial Regulations to award contracts to Sanctuary, NonStop Care, Sheldon Phillips, Tripod, Social Personnel, iPeople	There is a national shortage of social workers and London councils are struggling to control the numbers of agency social workers it employs within their Children's Services. To meet the target of 85% permanency, we need to recruit our total number of directly employed staff from the current 190 full time equivalent (FTE) to 269 FTE, an increase of approximately 80 full time staff. Additional staff are required to cover our vacant posts. Due to the risks of these posts remaining unfilled means vulnerable children and young people may not receive the contact visits/needs assessments/support in line with our obligations.	Sanctuary, NonStop Care, Sheldon Phillips, Tripod, Social Personnel, iPeople	04/07/2018	Sunni Morzaria Social Work Recruitment Specialist ext: 3259
Ann Sutcliffe Place	009-2018/19	£200,000	Adoption of capital estimates to deliver maintenance scheme on Hackney Road between Cambridge Health Road and Goldsmith Row	As part of the Local Implementation Plan (LIP) Spending Review and approval from Cabinet on 27th February 2018 to include the TFL funded schemes in the 2018/19 Transportation & Highways capital programme. There has been some reductions in funding from TFL for Principal Road Network (PRN) maintenance. 'A' Roads had been suspended was not included in the original LIP submission. Subsequently a bid was approved for emergency PRN funding for the maintenance on Hackney Road between Cambridge Health Road and Goldsmith Row. The capital cost of the project is £200k fully funded by TfL.	JB Riney & Co Ltd 455 Wick Lane London E3 2TB	27/07/2018	Margaret Cooper Head of Engineering ext: 6851
Ann Sutcliffe Place	013-2018/19	£183,623	Adoption of capital estimates to deliver improvement scheme for the Harley Grove	This decision was to approve a capital budget for creating a transformation of Harley Grove that enabled the street to be safer for pupils walking to and from school and generally improving, the school site on either side of the road. The capital cost of the project is £183,623 which will be funded by Section 106 contributions.	JB Riney & Co Ltd 455 Wick Lane London E3 2TB	27/07/2018	Margaret Cooper Head of Engineering ext: 6851
Denise Radley Health, Adults and Community	018-2018/19	£131,743	Waiving Financial Regulations to award a contract to Compass Health & Wellbeing	The previous School Health and Wellbeing service was extended by three months from 1st May to 31st July. The new School Health service was due to commence on 1st August but there were significant service transfer issues to be processed including the transfer of in scope staff to the new provider. This decision was to approve one month extension to the current contract to allow time for an orderly service transfer. After a successful tendering process for the School Health and Wellbeing Service, a new supplier the Tower Hamlets GP Care Group CIC has been appointed and the mobilisation of the service and transition from the existing service has completed.	Compass Health & Wellbeing CIC Steels Lane Health Centre, 384-398 Commercial Rd, London E1 0LR	08/08/2018	Keith Williams Public Health Programme Lead - Commissioning ext:1523
Governance Asmat Hussain	015-2018/2019	£106,333	Waiving Financial Regulations to award contracts Age UK East London East London Advanced Technologies Training Stifford Centre Toyhouse Library Account 3 The Yard Theatre	This decision is to extend the current contract for the provision of Community Cohesion Services for 13 months until 30/09/19. This is necessary for further work to be undertaken by the supplier in order to align the services with the end of the MSG programme. The direct award responds to the need to provide continuity of provision until the new services are re-procure competitively.	Age UK East London East London Advanced Technologies Training Stifford Centre Toyhouse Library Account 3 The Yard Theatre	09/08/2018	Paul Burgess Project Officer - Strategy Policy & Performance ext: 5252
Ann Sutcliffe Place	020-2018/19	£110,000	Waiving Financial Regulations to award a contract to Cycling Instructor	To approve a contract award of a maximum 12 months period from 1st September 2018 to 31st August 2019 to Cycling Instructor to continue cycling training whilst the present contract is reviewed and a new three- year contract is procured to begin in September 2019. The extension will allow continuity of service to schools in the borough.	Cycling Instructor 74 Munster Rd, Fulham, London SW6 4EP	09/10/2018	Jack Ettinger Team Leader Development ext: 6569

* These historic decisions have not been reported in prior noting reports, therefore they are included in this report for completeness.