

**LONDON BOROUGH OF TOWER HAMLETS**

**RECORD OF THE DECISIONS OF THE CABINET**

**HELD AT 4.04 P.M. ON WEDNESDAY, 24 APRIL 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	
Councillor Andrew Wood	(Leader of the Conservative Group)

**Officers Present:**

David Courcoux	(Head of the Mayor's Office)
Ralph Million	(Senior Strategic Asset Manager, Place)
David Tolley	(Head of Environmental Health and Trading Standards)
Matthew Vaughan	(Political Advisor to the Conservative Group, Democratic Services, LPG)
Adam Boey	(Senior Strategy & Policy Manager - Corporate)
Stephen Bramah	(Deputy Head of the Mayor's office)
Paul Buckenham	(Development Manager, Planning Services, Place)
Ann Corbett	(Divisional Director, Community Safety)
Daniel Devitt	(Senior Programme Manager, Born Well and Growing Well)
Thorsten Dreyer	Strategy & Business Development Manager
Afazul Hoque	(Head of Corporate Strategy & Policy)

Tom Lewis	(Team Leader - Licensing Services)
Asmat Hussain	(Corporate Director, Governance and Monitoring Officer)
Debbie Jones	(Corporate Director, Children and Culture)
Neville Murton	Corporate Director, Resources)
Denise Radley	(Corporate Director, Health, Adults & Community)
Ann Sutcliffe	(Corporate Director, Place)
Will Tuckley	(Chief Executive)
Matthew Mannion	(Head of Democratic Services, Governance)

**1. APOLOGIES FOR ABSENCE**

There were no apologies for absence.

**2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS**

There were no Declarations of Disclosable Pecuniary Interest.

**3. UNRESTRICTED MINUTES**

**DECISION**

1. That the unrestricted minutes of the Cabinet meeting held on Wednesday 27 March 2019 be approved and signed by the Chair as a correct record of proceedings.

**4. ANNOUNCEMENTS (IF ANY) FROM THE MAYOR**

See the minutes.

**5. OVERVIEW & SCRUTINY COMMITTEE**

**5.1 Chair's Advice of Key Issues or Questions**

Pre-decision Scrutiny Questions and officer responses were presented in respect of Agenda Items 6.2 (Strategic Plan 2019-22) and Growth and Economic Development Plan 2018-23.

These were considered during discussion of the relevant items.

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

Nil items.

**6. UNRESTRICTED REPORTS FOR CONSIDERATION****6.1 Gangs and Serious Youth Violence Scrutiny Review Action Plan****DECISION**

1. To note this report and the progress made since the Scrutiny Review report was published in March 2018, as set out in Appendix 1 to the report.
2. To approve the action plan which sets out the Council's response to the recommendations of the Scrutiny Review Session in Appendix 2 to the report.
3. To support the continuation of efforts made through newly implemented initiatives to disrupt gang activity, with particular attention on the improved quality and timeliness of services for children at risk of becoming involved in gang activity and serious youth violence.
4. To acknowledge the recognition of Ofsted in monitoring visit reports as to the improvements made in Children's Social Care.

**Action by:****CORPORATE DIRECTOR, CHILDREN AND CULTURE (D. JONES)****Reasons for the decision**

This report outlines the findings and recommendations from the scrutiny review sessions on gangs and serious youth violence (Appendix 1) which was approved at OSC in March 2018. The Council's responses to these recommendations are outlined in the action plan in Appendix 2 to the report and both documents are now due for consideration by Cabinet.

**Alternative options**

Cabinet may decline to agree the action plan. This is not recommended as the report outlines work undertaken by Councillors and officers to identify areas of improvement and the Council's response which identifies actions it is taking and will take to implement these recommendations.

**6.2 Strategic Plan 2019-22**

The Pre-Decision Scrutiny Questions and officers responses were noted.

**DECISION**

1. To adopt the draft Strategic Plan for 2019-22 at Appendix 1 to the report.
2. To endorse the proposed approach to strategic delivery as set out in paragraph 3.5-3.8 of the report; and

3. To delegate to the Divisional Director, Strategy, Policy & Performance to finalise the Plan following Cabinet and following consultation with the Mayor.

**Action by:****CHIEF EXECUTIVE (W. TUCKLEY)**

(Head of Corporate Strategy and Policy (A. Hoque)

(Senior Strategy and Policy Manager (A. Boey)

**Reasons for the decision**

The Strategic Plan is the main strategic business planning document of the Council. It sets out the corporate priorities and outcomes, the high level activities that will be undertaken to deliver the outcomes, as well as the measures that will determine whether we are achieving the outcomes.

In line with the budget setting process, the Strategic Plan is a rolling three-year plan which is updated annually so that it accurately reflects the Council's priorities.

Importantly, the Council's vision is to become a dynamic outcomes-based organisation using digital innovation and partnership working to respond to the changing needs of our borough.

This renewed focus on outcomes requires us to think differently. Working together across traditional organisational boundaries, we need a relentless focus on what has the biggest impact on outcomes. This needs us to question not only how our services are performing, but also whether we are doing the right things to deliver the impact needed.

The proposed approach to delivering on the Strategic Plan embeds Outcomes Based Accountability and Budgeting (OBA/OBB) in our planning and performance approach for 2019-20

OBA and OBB will underpin the Council's approach to strategic planning and performance management - ensuring planned activity is explicitly linked to corporate priorities (outcomes) and that delivery is measurable.

The first step of the OBA/OBB journey is the Strategic Plan – setting out corporate priorities for Members and staff. A draft Strategic Plan for 2019-22 is presented as this first step (Appendix 1 to the report).

**Alternative options**

The Strategic Plan could remain as it is for 2018-19. This means the Council's planned activities would not be reflective of 2018-19 achievements and progress.

The Mayor and Cabinet may choose to further amend the Strategic Plan. If the Plan is amended, regard would need to be given to the Council's medium term financial plan, as well as any impact arising from the changes.

The risk of not fully implementing an outcomes-based approach in LBTH is that effort and resources may continue to be expended without realising results and impacts for the residents and communities of the borough. Demonstrating outcomes to people is the central facet of the OBA/OBB approach – linking action to impact.

### **6.3 The Tower Hamlets Safeguarding Partnership (THSCP) - an Overview and Update on the new Safeguarding Children arrangements**

#### **DECISION**

1. To note the progress to date in the development of the Tower Hamlets Safeguarding Children Partnership and Child Death Review (CDR) systems outlined in (paragraphs 3.1 to 3.14 of the report and appendices A, B and C to the report).
2. To approve the authority of the Corporate Director Children and Culture to act on behalf of LBTH at the THSCP (paragraph 3.4 of the report).
3. To approve the move to the shared CDR function in North East London (paragraph 3.13 of the report).
4. To note the indicative budget outlined in paragraph 3.7 and works underway to scope the full costs of the THSCP (paragraph 3.1 of the report).
5. To note the works underway to scope the full costs and contribution to North East London CDR systems (paragraph 3.8 of the report).

#### **Action by:**

**CORPORATE DIRECTOR, CHILDREN AND CULTURE (D. JONES)**

(Project Manager (D. Devitt))

#### **Reasons for the decision**

The THSCP is the local response to the statutory changes arising from the Children and Social Work Act 2017. Significant work has been undertaken from August 2018 to scope the impact of the new legislation and frame a robust local response to it.

The recommendations above are essential decisions if the THSCP is to become an operational entity within the required timescales and the local CDR systems established by September 2019.

Agreement to delegate authority for the Corporate Director Children and Culture to act as the statutory lead for the council is also sought.

Support is sought for the resourcing of the THSCP.

Support is sought for the migration of the existing Tower Hamlets Child Death Overview Panel (CDOP) to the new wider area footprint (City and Hackney, Waltham Forest, Newham and Tower Hamlets) in order to meet statutory guidance for the new CDR system.

#### **Alternative options**

No alternative options have been explored as the establishment of the Safeguarding Partnership is a statutory duty. The THSCP has been designed to meet or exceed the requirements of statutory guidance and present a value for money, agile and robust partnership.

### **6.4 Enforcement Policy Review**

#### **DECISION**

1. To agree the proposed Enforcement Policy set out at Appendix 1 to the report.

#### **Action by:**

**CORPORATE DIRECTOR, PLACE (A. SUTCLIFFE)**  
(Head of Environmental Health and Trading Standards)

#### **Reasons for the decision**

To ensure that the Council's enforcement decision making process is clear and transparent, embracing the Regulators Code.

The Council's policies need to reflect current changes to legislation and good practice, and to be reviewed regularly to be both relevant and up to date.

#### **Alternative options**

The Council can choose not to update its Enforcement Policy but it may mean that formal enforcement action taken by officers fails.

### **6.5 Growth and Economic Development Plan 2018-2023**

The Pre-Decision Scrutiny Questions and officer responses were noted.

#### **DECISION**

1. To approve the Growth and Economic Development Plan.

#### **Action by:**

**CORPORATE DIRECTOR, PLACE (A. SUTCLIFFE)**  
(Divisional Director, Growth and Economic Development (V. Clark)  
(Senior Strategy, Policy and Performance Officer (E. Bireroglu)  
(Senior Strategy and Policy Manager (K. Okawa)

**Reasons for the decision**

The objective of the Growth and Economic Development Plan is to deliver the Council's priorities of building an economy that works for local people. Our proposed approach is to enable residents and businesses to prosper by connecting them to growth and economic development opportunities.

The development of this plan is identified as an action in the Strategic Plan 2019-2022. It considers the needs and requirements for the Council's further support to residents and businesses. Residents, business bodies, businesses and other stakeholders have been engaged in consultations.

Partners have also closely been engaged through the Growth and Economic Development Partnership Board. The outcomes and impact of the plan will be reported as part of the Council's Performance Management and Accountability Framework.

**Alternative options**

'Do nothing' option. The lack of a plan will limit the Council's ability to enhance and embed effective work to deliver growth and economic development.

We could choose to develop a partnership strategy. However, this will require a longer timeframe for the development of a plan and delay the implementation of the Council's actions. Furthermore, while the Growth and Economic Development Partnership has been consulted on this plan, a co-developed growth strategy may not give sufficient, tangible priorities/actions that all partners including the Council will take away to deliver. As the Council is required to respond to the issues and equip young people with employment tools as soon as possible, identifying a Council Growth and Economic Development Plan is needed ahead of a partnership strategy.

**6.6 Adoption of statement of Community Involvement****DECISION**

1. To approve the adoption of the updated Statement of Community Involvement, to supersede the 2017 version.
2. To note the specific equalities considerations as set out in paragraphs 4.1 to 4.3 of the report.

**Action by:**

**CORPORATE DIRECTOR, PLACE (A. SUTCLIFFE)**

(Strategic Planning Manager (A. Maher)

(Planning Officer (S. Heywood)

**Reasons for the decision**

The Council is required by legislation to prepare a Statement of Community Involvement (SCI), setting out how the Council will consult on planning matters in the borough (under the Planning and Compulsory Purchase Act 2004, section 18).

The Council is also required to ensure the SCI remains up-to-date, with a review period of five years under the Town and Country Planning (Local Planning) (England) (Amendment) Regulations 2017.

The currently adopted SCI was partially updated in 2017. However, this refresh focused primarily on the sections of the document relating to consultations on planning policy. This was done to ensure that these sections were up-to-date before the examination of the emerging Local Plan. At the time of adopting this partial refresh, it was intended that a full update would be produced in 2018.

Without this full update, some sections of the SCI could be considered not to have been reviewed for over five years, as the last full update of the SCI was adopted in 2012.

This report presents a fully updated SCI for adoption by the Council, in order to meet statutory requirements.

#### **Alternative options**

To not adopt the updated SCI, and to rely on the currently adopted SCI – which is the partial refresh adopted in 2017.

There is a risk that if this option is taken, parts of the SCI could be considered not to have been reviewed within five years of the adoption of the 2012 SCI. This is because the 2017 refresh primarily focused on the sections of the document relating to planning policy, with the intention of work being undertaken on a full update in 2018. The Council is required by regulations to review the SCI at least once every five years.

### **6.7 Nomination to Outside Bodies**

#### **DECISION**

1. To agree the nominations to outside bodies as shown in Paragraph 3.4 of the report.
2. To agree to discontinue nominations to the outside bodies as shown in Paragraph 3.6 of the report as proposed by the General Purposes Committee review.

#### **Action by:**

**CORPORATE DIRECTOR, GOVERNANCE AND MONITORING OFFICER  
(A. HUSSAIN)**

(Head of Mayor's Office (D. Courcoux))

(Head of Democratic Services (M. Mannion))

#### **Reasons for the decision**

Having representatives on outside bodies increases the Council's engagement with the local community and improves its potential to offer leadership and guidance in relation to activities taking place in the borough.

A review of the Councils outside bodies was conducted by the General Purposes Committee in 2018 and recommendations were made to the Mayor, including a list of outside bodies to which the Committee felt the Council should no longer appoint representatives.

### **Alternative options**

The Mayor could decide not to make appointments to outside bodies at all. However, this is not recommended as it would reduce the Council's opportunity to be involved in and to support good work within the community and it would also reduce the Council's leadership opportunities. There are also a number of bodies where the Council is required or expected to provide a representative.

The Mayor could decide to continue nominating representatives to the outside bodies listed in Paragraph 3.6. However, this is not recommended as it would be contrary to the recommendation of the General Purposes Committee, which followed a full review of both the process of outside body nominations and the bodies themselves.

## **6.8 Ailsa Street Land Disposal - Revised Terms**

The reasons for urgency were agreed.

The exempt appendix to the report was noted.

### **DECISION**

1. To note that the Council land at Ailsa Street, Lochnagar Street and Bromley Hall Road E14, as shown on the plan at Appendix A to the report, was confirmed by Cabinet as being surplus to the Council's requirements in November 2017.
2. To agree to the disposal of the Council's freehold interest in the Council land to London River Lea One Ltd on the terms set out in the report.
3. To authorise the Corporate Director of Place, to agree to any subsequent minor or favourable variations to the terms and the precise boundaries of the Council land to be sold, in order to implement the recommendation above.
4. To agree to delegate authority to the Corporate Director of Place to decide whether the Council will acquire the affordable housing units to be provided within the scheme and whether to acquire a further 5% of the total number of units provided, for use as additional affordable housing, or to meet other housing objectives.
5. To agree to delegate authority to the Corporate Director of Place to agree the terms for both of the acquisitions mentioned in recommendation 4 above.

6. To authorise the Corporate Director of Place of to agree to any subsequent minor or favourable variations to the terms and the precise boundaries of the land to be sold, in order to implement the recommendations above.
7. To authorise the Corporate Director of Place, to enter into the necessary legal agreements required to implement the recommendations above.
8. To note the equalities considerations as set out in section 7 of the report.

**Action by:****CORPORATE DIRECTOR, PLACE (A. SUTCLIFFE)**

(Acting Divisional Director, Property and Major Programmes (R. Chilcott))

**Reasons for the decision**

It is important at a time of reducing 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 and/or generate capital receipts.

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 optimum required. The disposal will generate a capital receipt for the Council, which can be reinvested and directed to its principal expenditure priorities. It will also reduce revenue expenditure on upkeep, maintenance and security.

The proposed redevelopment of the land as part of a wider regeneration area will bring disused and environmentally poor sites in a prominent location into productive use. By taking constructive action in this way, the Council is meeting its strategic enabling role in promoting regeneration. The redevelopment will have a potentially transformative effect on this area of the borough. The provision of a significant amount of affordable housing will help the Council to meet its targets and support people on lower incomes into quality accommodation.

At its meeting in November 2017, Cabinet agreed to proceed with a sale of the land to the then developer. Subsequently the development opportunity was sold and the Council has been negotiating terms with the new developer. These terms are now substantially agreed and are presented in this report for approval.

The Poplar Riverside Housing Zone was established in 2016. The Housing Zone contains 10 potential development sites the majority of which occupy former industrial lands bound by the A12, A13 and River Lea. The Council is

focussed on ensuring a significant quantum and mix of affordable homes is delivered in the Housing Zone, alongside high quality and affordable workspace, open space, cultural facilities and community infrastructure.

Poplar Riverside has the potential to emerge as London's new affordable district in which to both live and work. Utilising the rich asset that is the River Lea will be crucial to the regeneration of Poplar, and equally important will be the delivery of key infrastructure to significantly improve connectivity and reduce severance, creating a network of routes that open up Poplar Riverside to the rest of Tower Hamlets and East London.

Over 15,000 homes are likely to be built in Poplar Riverside over the next 10 to 15 years, with the majority scheduled for delivery by the early 2020s. The development of Poplar Riverside will also provide up to 3,000 new jobs, new parks and open spaces, improvements to the wider Lea River Park and new schools.

GLA Housing Zone funding is no longer available, and the Council is pursuing a range of other funding options for infrastructure as well as other regeneration objectives. However, before the end of the Housing Zone funding programme in 2018, the Council did secure GLA funds towards the delivery of a new pedestrian and cycle bridge at Lochnagar Street.

The terms of the proposed Council land sale include options for the Council to purchase the affordable housing units provided in the scheme and an additional 5% of units for use as affordable housing. It is proposed that the decision to exercise these options is delegated to the Corporate Director of Place in line with the position on the acquisition of residential property for affordable housing generally approved by the Mayor in November 2017.

### **Alternative options**

The Council has the option of developing the land itself, but the land consists of discrete areas, and the benefits of a comprehensive development would not be delivered through a piecemeal approach. In isolation the Council's land would deliver a restricted number of units compared to the contribution it would make to a wider scheme and the quality of the immediate environment would in any event make this an unattractive alternative. The ability to produce a significant income from the Council land from a commercial letting is also affected by the environment. The likely interest would be from low value uses, such as the vehicle salvage or waste processing operations that currently dominate the area.

In terms of the approach to the disposal, the Council land could be sold in the open market following a marketing programme. However, the adjoining land making up the Ailsa Wharf scheme has been assembled by the developer.

This puts the developer in the position of a special purchaser. Such a purchaser would be expected to offer terms to the Council more beneficial than those that other parties would be able to offer. The purchaser, by virtue of its site assembly, is in a position to take forward the wider development, which brings other benefits to the Council.

In line with the Council's Disposal Policy, agreed by Cabinet in April 2015, the Corporate Director of Place confirms that sale by negotiation is the most appropriate method of disposal, for the reasons set out above.

## **6.9 Wayside Gardens, Marsh Wall; Disposal of Land**

The reasons for urgency were agreed.

### **DECISION**

1. To note the further information on the planning permission and the s106 agreement, as they relate to the open space provision in the Alpha Square scheme, in line with the draft minutes of the meeting of Cabinet on 27 March.
2. To agree that the land at Wayside Gardens is declared surplus to the Council's requirements and is sold to the developer's property holding subsidiary, Drakar Limited, on the basis set out in this report.
3. To delegate authority to the Corporate Director of Place to agree and negotiate the final terms of the proposed disposal and to agree any variations to the terms set out in this report to the benefit of the Council.
4. To agree that works to improve existing parks and open spaces within the Isle of Dogs area are included as part of the development of the Council's capital strategy and programme.
5. Note that the Council gave notice of its intention to dispose of the open space and that no objections were received by the closing date of 22 November 2018.

### **Action by:**

**CORPORATE DIRECTOR, PLACE (A. SUTCLIFFE)**

(Senior Strategic Asset Manager (R. Million))

### **Reasons for the decision**

It is important at a time of increasing financial pressures in the public sector, to pursue opportunities to obtain capital receipts. The subject opportunity arises due to a proposed property development on land adjacent to and including, the Council-owned land at Wayside Gardens and a sale on a "special purchaser" basis.

The proposed development will bring underused land, comprising low-rise industrial and office sites, into full use and is consistent with the Council's strategic plan in promoting regeneration and increasing the supply of housing. The proposed development includes; a primary school, public realm, health facilities in addition to affordable housing.

The land at Wayside Gardens, although open space, is currently not directly used by the public due to it being an area of dense, overgrown vegetation, which is difficult to access. An equivalent area of open space will be replaced within the wider provision of public realm in the development, constructed to current design standards and accessible to the public at all times.

### **Alternative options**

The area of the land owned by the Council, at approximately 270 square metres, effectively rules it out for development in isolation. It is the potential sale to a special purchaser (by the fact that the purchaser owns neighbouring land) that creates the opportunity to develop the land, and create a purposeful use for it, thereby enhancing its financial value.

The land could continue to be used as open space but this would require the Council to incur costs to maintain it and ensure it complies with health and safety requirements. Further, the proposed consented development would not proceed in the form currently envisaged.

## **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 5.20 p.m.

Mayor John Biggs