Cabinet

Wednesday, 25 January 2023 at 5.30 p.m.

Council Chamber - Town Hall, Mulberry Place, 5 Clove Crescent, London, E14 2BG

Combined Agenda Pack

Mayor Lutfur Rahman

Cabinet Members

Councillor Maium Talukdar	(Deputy Mayor and Cabinet Member for Education, Youth and Lifelong Learning (Statutory Deputy Mayor))
Councillor Kabir Ahmed	(Cabinet Member for Regeneration, Inclusive Development and Housebuilding)
Councillor Ohid Ahmed	(Cabinet Member for Safer Communities)
Councillor Saied Ahmed	(Cabinet Member for Resources and the Cost of Living)
Councillor Suluk Ahmed	(Cabinet Member for Equalities and Social Inclusion)
Councillor Gulam Kibria Choudhury	(Cabinet Member for Health, Wellbeing and Social Care)
Councillor Abu Chowdhury	(Cabinet Member for Jobs, Skills and Growth)
Councillor Iqbal Hossain	(Cabinet Member for Culture and Recreation)
Councillor Kabir Hussain	(Cabinet Member for Environment and the Climate Emergency)

[The quorum for Cabinet is 3 Members]

Further Information

Reports for consideration, meeting contact details, public participation and more information on Cabinet decision-making is available on the following pages.

Public Information

Viewing or Participating in Cabinet Meetings

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. Except where any exempt/restricted documents are being discussed, the public are welcome to view this meeting through the Council's webcast system.

Physical Attendance at the Town Hall is also welcome, however, seating is limited and offered on a first come, first served basis. **Please note** that you may be filmed in the background as part of the Council's filming of the meeting.

Meeting Webcast

The meeting is being webcast for viewing through the Council's webcast system.
http://towerhamlets.public-i.tv/core/portal/home

Contact for further enquiries:

Joel West, Democratic Services,
1st Floor, Town Hall, Mulberry Place, 5 Clove Crescent, London, E14 2BG
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A Guide to CABINET

Decision Making at Tower Hamlets

As Tower Hamlets operates the Directly Elected Mayor system, **Mayor Lutfur Rahman** 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, above £1million; 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, 27 January 2023**
- The deadline for call-ins is: **Friday, 3 February 2023**

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 previous page) by 5 pm the day before the meeting.

London Borough of Tower Hamlets

Cabinet

Wednesday, 25 January 2023

5.30 p.m.

Pages

PUBLIC QUESTION AND ANSWER SESSION

There will be an opportunity (up to 15 minutes) for members of the public to put questions to the Mayor and Cabinet Members before the Cabinet commences its consideration of the substantive business set out in the agenda.

1. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS AND OTHER INTERESTS

9 - 10

Members are reminded to consider the categories of interest, identified in the Code of Conduct for Members to determine; whether they have an interest in any agenda item and any action they should take. For further details, see the attached note from the Monitoring Officer.

Members are also reminded to declare the nature of the interest at the earliest opportunity and the agenda item it relates to. Please note that ultimately it is the Members' responsibility to identify any interests and also update their register of interests form as required by the Code.

If in doubt as to the nature of an interest, you are advised to seek advice prior to the meeting by contacting the Monitoring Officer or Democratic Services.

3. UNRESTRICTED MINUTES

11 - 18

The unrestricted minutes of the Cabinet meeting held on 4 January 2023 are presented for approval.

4. ANNOUNCEMENTS (IF ANY) FROM THE MAYOR

Tower Hamlets Council
Town Hall
Mulberry Place
5 Clove Crescent
E14 2BG

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 Section 30, Rule 59 of the Constitution).

6. UNRESTRICTED REPORTS FOR CONSIDERATION

6 .1	**Mayor's Foreword to the Council's Budget Report**	**19 - 20**

6 .2	**MTFS and Budget 2023-26 Report**	**21 - 380**

Report Summary:
This report sets out the issues and actions which inform the development of the Council's Medium Term Financial Strategy (MTFS) 2023-26.

Wards:	All Wards
Lead Member:	Cabinet Member for Resources and the Cost of Living
Corporate Priority:	All Priorities

6 .3	**Determination of School Admission Arrangements for 2024/25**	**381 - 484**

Report Summary:
This is the annual report to determine the Local Authority's school admissions arrangement for community schools for 2024/25 school year.

Wards:	All Wards
Lead Member:	Deputy Mayor and Cabinet Member for Education and Lifelong Learning (Statutory Deputy Mayor)
Corporate Priority:	Accelerate Education

6 .4	**Estates Parking – Roll out of Traffic Management Orders and Permit Allocations Policy**	**485 - 512**

Report Summary:
This report sets out proposals for introducing individual numbered bays within the delivery of the Traffic Management Orders programme on LBTH estates. It also proposes a permit allocations policy for parking on estate land.

Wards:	All Wards

Lead Member:	Cabinet Member for Regeneration, Inclusive Development and Housebuilding
Corporate Priority:	A council that works for you and listens to you

6 .5 Baby Feeding and Wellbeing Service — 513 - 526

Report Summary:
The purpose of the report is to seek approval to insource the Baby Feeding and Wellbeing Service into the council. This contract was approved for an open competitive tender in 2021/22 quarter 4. Cabinet Contracts forward plan. Since this period, a national policy development of Family Hubs has been introduced. This has provided funding and strategic focus to better integrate the community services working with children and families. As a result, the contracting approach for the Baby Feeding and Wellbeing Service has been re-assessed and it is proposed to insource this service instead of open competitive tendering. Approval for the change in contracting approach is sought accordingly.

Wards:	All Wards
Lead Member:	
Corporate Priority:	Invest in public services

6 .6 Homecare for Adults- recommissioning of services — 527 - 542

Report Summary:
Report responding to the requests for change to the homecare commissioning arrangements in 2022 with preferred revised arrangements, seeking permission to restart the recommissioning and tender process leading to the award of new homecare contracts for adults in 2023.

Wards:	All Wards
Lead Member:	Cabinet Member for Health, Wellbeing and Social Care
Corporate Priority:	Boost culture, business, jobs and leisure

6 .7 Contracts Forward Plan 2022/23 - Quarter 3 — 543 - 594

Report Summary:
This report presents the contracts being procured during quarter three. The report also sets out the Contracts Forward Plan at appendix 2 to this report.

The report asks for confirmation that all contracts can proceed to contract award after tender.

Wards:	All Wards
Lead Member:	Cabinet Member for Resources and the Cost of Living
Corporate Priority:	A council that works for you and listens to you

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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 con information, which is commercially, legally or personally sensitive and shou divulged to third parties. If you do not wish to retain these papers after the 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 Section 30, Rule 59 of the Constitution).

11. EXEMPT / CONFIDENTIAL REPORTS FOR CONSIDERATION

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

Next Meeting of Cabinet:

Tower Hamlets Council
Town Hall
Mulberry Place
5 Clove Crescent
E14 2BG

Wednesday, 22 February 2023 at 5.30 p.m. in Council Chamber - Town Hall, Mulberry Place, 5 Clove Crescent, London, E14 2BG

Tower Hamlets Council
Town Hall
Mulberry Place
5 Clove Crescent
E14 2BG

DECLARATIONS OF INTERESTS AT MEETINGS– NOTE FROM THE MONITORING OFFICER

This note is for guidance only. For further details please consult the Code of Conduct for Members at Part C, Section 31 of the Council's Constitution

(i) Disclosable Pecuniary Interests (DPI)

You have a DPI in any item of business on the agenda where it relates to the categories listed in **Appendix A** to this guidance. Please note that a DPI includes: (i) Your own relevant interests; (ii)Those of your spouse or civil partner; (iii) A person with whom the Member is living as husband/wife/civil partners. Other individuals, e.g. Children, siblings and flatmates do not need to be considered. Failure to disclose or register a DPI (within 28 days) is a criminal offence.

Members with a DPI, (unless granted a dispensation) must not seek to improperly influence the decision, must declare the nature of the interest and leave the meeting room (including the public gallery) during the consideration and decision on the item – unless exercising their right to address the Committee.

DPI Dispensations and Sensitive Interests. In certain circumstances, Members may make a request to the Monitoring Officer for a dispensation or for an interest to be treated as sensitive.

(ii) Non - DPI Interests that the Council has decided should be registered – (Non - DPIs)

You will have 'Non DPI Interest' in any item on the agenda, where it relates to (i) the offer of gifts or hospitality, (with an estimated value of at least £25) (ii) Council Appointments or nominations to bodies (iii) Membership of any body exercising a function of a public nature, a charitable purpose or aimed at influencing public opinion.

Members must declare the nature of the interest, but may stay in the meeting room and participate in the consideration of the matter and vote on it **unless:**

- A reasonable person would think that your interest is so significant that it would be likely to impair your judgement of the public interest. **If so, you must withdraw and take no part in the consideration or discussion of the matter.**

(iii) Declarations of Interests not included in the Register of Members' Interest.

Occasions may arise where a matter under consideration would, or would be likely to, **affect the wellbeing of you, your family, or close associate(s) more than it would anyone else living in the local area** but which is not required to be included in the Register of Members' Interests. In such matters, Members must consider the information set out in paragraph (ii) above regarding Non DPI - interests and apply the test, set out in this paragraph.

Guidance on Predetermination and Bias

Member's attention is drawn to the guidance on predetermination and bias, particularly the need to consider the merits of the case with an open mind, as set out in the Planning and Licensing Codes of Conduct, (Part C, Section 34 and 35 of the Constitution). For further advice on the possibility of bias or predetermination, you are advised to seek advice prior to the meeting.

Section 106 of the Local Government Finance Act, 1992 - Declarations which restrict Members in Council Tax arrears, for at least a two months from voting

In such circumstances the member may not vote on any reports and motions with respect to the matter.

Further Advice contact: Janet Fasan, Director of Legal and Interim Monitoring Officer, Tel: 020 7364 4348.

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	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. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.
Contracts	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— (a) under which goods or services are to be provided or works are to be executed; and (b) which has not been fully discharged.
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	Any tenancy where (to the Member's knowledge)— (a) the landlord is the relevant authority; and (b) the tenant is a body in which the relevant person has a beneficial interest.
Securities	Any beneficial interest in securities of a body where— (a) that body (to the Member's knowledge) has a place of business or land in the area of the relevant authority; and (b) either— (i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or (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.

LONDON BOROUGH OF TOWER HAMLETS

MINUTES OF THE CABINET

HELD AT 5.40 P.M. ON WEDNESDAY, 4 JANUARY 2023

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

Members Present in Person:

Mayor Lutfur Rahman	
Councillor Maium Talukdar	(Deputy Mayor and Cabinet Member for Education, Youth and Lifelong Learning (Statutory Deputy Mayor))
Councillor Ohid Ahmed	(Cabinet Member for Safer Communities)
Councillor Saied Ahmed	(Cabinet Member for Resources and the Cost of Living)
Councillor Suluk Ahmed	(Cabinet Member for Equalities and Social Inclusion)
Councillor Gulam Kibria Choudhury	(Cabinet Member for Health, Wellbeing and Social Care)
Councillor Abu Chowdhury	(Cabinet Member for Jobs, Skills and Growth)
Councillor Iqbal Hossain	(Cabinet Member for Culture and Recreation)
Councillor Kabir Hussain	(Cabinet Member for Environment and the Climate Emergency)

Members In Attendance Virtually:

Councillor Kabir Ahmed	(Cabinet Member for Regeneration, Inclusive Development and Housebuilding)

Other Councillors Present in Person:

Councillor Peter Golds

Other Councillors In Attendance Virtually:

Councillor Sirajul Islam

Officers Present in Person:

Ann Corbett	(Director, Community Safety)
Nisar Visram	(Director of Finance, Procurement & Audit)
Ellie Kershaw	(Acting Director, Growth and Economic Development)
James Thomas	(Corporate Director, Children and Culture)
Will Tuckley	(Chief Executive)
Richard Ward	(Interim Head of Contracts and Procurement)
Joel West	(Democratic Services Team Leader (Committee))

Officers In Attendance Virtually:

Kevin Bartle	(Financial Consultant- formerly Interim Corporate Director, Resources & Section 151 Officer)

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from:

- Janet Fasan, Director Legal and Monitoring Officer (Richard Ward, Head of Contracts & Commercial was deputising)
- Ann Sutcliffe, Corporate Director, Place (Ellie Kershaw, Director of Integrated Growth & Development was deputising).

2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS AND OTHER INTERESTS

There were no declarations disclosable pecuniary interests.

3. UNRESTRICTED MINUTES

DECISION

1. That the unrestricted minutes of the Cabinet meeting held on Wednesday 14 December 2022 be approved and signed by the Mayor as a correct record of proceedings.

4. ANNOUNCEMENTS (IF ANY) FROM THE MAYOR

The Mayor introduced his budget proposals (see item 6.1 and 6.2). There were no other announcements from the Mayor.

5. OVERVIEW & SCRUTINY COMMITTEE

5.1 Chair's Advice of Key Issues or Questions

There were no Pre-decision Scrutiny Questions. The Cabinet noted that Scrutiny Committee will be reviewing the 2023-24 Budget Report on Monday 9 January 2023.

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

Nil items.

6. UNRESTRICTED REPORTS FOR CONSIDERATION

6.1 Mayor's Foreword to the Council's Budget Report

The item was considered alongside Agenda Item 6.2 (Mayor's Foreword to the Council's Budget Report) and the combined minute is presented at the minute for Item 6.2.

The Mayor asked that the budget foreword also make reference to: proposal to reopen Watney Market Idea Store, investment in the community language service and residents hubs; and the proposal to freeze Council Tax.

6.2 MTFS and Budget 2023-26 Report

The item was considered alongside Agenda Item 6.1 (Mayor's Foreword to the Council's Budget Report) and the combined minute is presented here.

The Mayor introduced both reports. He stated he was proud of the ambitious budget which he felt would re-direct the Council's focus, reversing service cuts of the previous administration and reinvesting in public services, including:

- Green investment initiatives, including electric waste vehicles and charging points, improvements in flat waste recycling and in low carbon fuel supply.
- Youth service investment.
- Universal Free school meals for both primary and secondary school.
- Education maintenance allowance and university bursary scheme to promote access to education.
- Investments to directly combat crime, including in providing more police officers, enforcement officers and CCTV cameras.
- Improved Street cleansing.
- Plans to deliver 1,000 homes for rent per year to reduce overcrowding and the damage it causes to health and wellbeing of residents.
- Free home care for the vulnerable in the community.
- Protecting and re-opening Idea Stores.

Councillor Saied Ahmed, Cabinet Member for Resources and the Cost of Living provided detail of the financial context behind the Mayor's budget, including:

- How national government decisions made financial planning acutely difficult for local authorities
- Significant funding challenges including price rises, increasing interest rates and high fuel costs
- Increasing pressures in adult social care meant the council has little option but to levy the 2% adult social care precept.
- That despite the challenges above, the core rate of council tax, excluding the adult social care precept would not be increased

- A portion of the Council's reserves would be used to fund expenditure priorities, which would mean that residents would not suffer due to the economic crisis which is out of their control.

Kevin Bartle, Financial Consultant (and formerly Interim Corporate Director – Resources) and Nisar Visram, Director of Finance provided additional detail on the budget process and timetable. The Cabinet noted the budget would be considered by the Overview and Scrutiny Committee and any comments of the Scrutiny Committee would then be considered at the next Cabinet meeting. They noted that there would be additional detail in the budget report for the next Cabinet meeting, including detail of capital and growth and savings proposals. There may need to be further amendments at that second Cabinet meeting. Finally, a meeting of Council would agree the Budget and Council Tax for the authority.

Cabinet members highlighted some of the key investments of the Mayor's proposed budget from their service areas. All indicated they were very proud of a balanced budget which would deliver manifesto pledges.

The Mayor thanked Cabinet members and officers for their hard work to deliver this budget in an extremely challenging circumstances. He proposed that the draft budget be submitted to Scrutiny. He proposed the recommendations as set out and it was:

RESOLVED to:

1. Propose a draft General Fund Revenue Funding Requirement of **£446.257m** for 2023-24 subject to remaining changes arising from the final Local Government Finance Settlement and any other necessary adjustments.

2. Propose to freeze the Tower Hamlets element of Council Tax and to levy a 2% Adult Social Care precept for 2023-24.

3. Propose that the Interim Corporate Director Resources uses £22.3m from reserves in 2023-24 to support the budget as set out in section 3.9.8 given the shortfall emerging as part of the 2023-24 budget setting process.

4. Propose that the Interim Corporate Director Resources be authorised to make any changes required to the budget following receipt of the final Local Government Finance Settlement (LGFS) in consultation with the Mayor and Cabinet Member for Resources and the Cost of Living.

5. Authorise the Corporate Director Resources to continue the Council's participation in the 8 Authority Pool for Business Rates with seven other London Local Authorities for 2023-24, subject to due diligence.

6. Note the latest draft position of the Council's reserves, subject to final audit of the statements of accounts.

7. Propose the HRA housing rent and service charge increases as outlined in section 3.11. This includes increasing housing rents for existing tenanted properties by 7% for 2023-24 and for new build properties by CPI +1% for 2023-24 (as per paragraph 3.11.18 of the report).

8. Propose that the National Schools Funding Formula (NSFF) adopted by Tower Hamlets originally in 2019-20 continues for 2023-24. The only changes included are increases to the factor values in line with the NSFF.

9. Propose that the Minimum Funding Guarantee (the mechanism that guarantees schools a minimum uplift in per-pupil funding) is set as close to 0.5% as affordable, the maximum allowed after consideration for growth and factor changes in School allocations.

10. Propose that the structure of the Early Years Funding Formula remains unchanged except that the two year old hourly rates will increase in line with the Early Years National Funding Formula.

11. Note that the Local Council Tax Reduction Scheme will remain unchanged for 2023-24.

12. Note the Equalities Implications as set out in Section 5 of the report.

6.3 Fees and Charges 2023-24

Councillor Saied Ahmed, Cabinet Member for Resources and the Cost of Living introduced the report that detailed proposed changes to fees and charges across the Council for the financial year 2023-24. Councillor Ahmed described the differences between statutory and discretionary charges and the approach taken to reviewing each type. He explained that in determining changes to fees and charges, benchmarking exercises with other local authorities had been conducted and the impact of general economic factors including Covid and the cost of living crisis had been taken into account.

He also highlighted that:

- the report introduced free parking concessions for one hour at specific locations around markets within the borough; and
- street trading charges would not be increased any further for next year.

Finally, Councillor Ahmed explained the interrelationship between this report and the MTFS and Budget report previously considered.

Cabinet members indicated their support of the proposed changes to fees and charges.

The Mayor welcomed the report and agreed the recommendations as set out in the report.

RESOLVED to:

13. Approve the proposed changes to discretionary fees and charges as detailed in the appendices, subject to the conditions set out in Recommendation 4 of the report.

14. Approve new discretionary fees and charges as detailed in the appendices, subject to the conditions set out in Recommendation 4 of the report.

15. Approve the revised statutory fees and charges as detailed in Appendix 2 to the report.

16. Note the Equalities Implications as set out in Section 4 of the report and that, where a proposed fee or charge requires a full Equality Impact Analysis (EIA), this EIA will be undertaken prior to the introduction of the change to the respective fee or charge.

17. Approve the continued delegation for amendments to fees and charges, including those to take account of the result of EIAs, to the relevant Corporate Director following consultation with the Lead Member and the Mayor.

18. Approve the application of the changes in Street Trading fees and charges, to take effect from 1 April 2023. Cabinet approved on 18 January 2022 to commence the consultation process in respect of Street Trading fees and charges, as detailed in the Fees and Charges 2022-23 report. The consultation has subsequently been carried out in 2022.

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. EXEMPT / CONFIDENTIAL REPORTS FOR CONSIDERATION

Nil items.

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

Nil items.

The meeting ended at 6.30 p.m.

Chair, Mayor Lutfur Rahman
Cabinet

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Foreword from Mayor Lutfur Rahman on the 2023-24 Budget and MTFS

This budget represents the next stage in our vision to rebuild Tower Hamlets. In six short months, we have already achieved so much. From reintroducing the Mayor's *Education Maintenance Allowance* and *University Bursary* schemes, to the insourcing of the Borough's Leisure Services; from the Mayor's £5million *Cost of Living package* to support the most vulnerable, to the installation of £1million worth of solar panelling on Council buildings.

Yet there is still so much more to come.

This is now a Council that will invest to save in the long run. We will not bow to the pressures imposed upon us by the Cost of Living and Energy crises, nor will we undermine and underfund key services in the Borough. This Budget has been designed in a way that addresses the priorities laid out in my transformative, popular *Manifesto*. This is a prudent budget that will deliver for the residents of Tower Hamlets and prioritise and protect the delivery of key services.

It demonstrates that austerity and the cutting of vital services is a political choice rather than economic necessity. That is why we are reinvesting in our frontline services, from young people and education to Waste Management, from care to public safety, ensuring that our residents receive the best quality of life in spite of difficult economic and social circumstances.

These are not easy times. Thousands of our residents are living in poverty; 40% of our children remain below the breadline. I know I was elected Mayor to address these challenges. This budget is my first attempt to make good on this promise.

Among many other things, this budget ensures:

- **Improvement in the lives of our young people, including:**
    - £11.5million of investment in Youth Services, including an additional £8.5million in *Young Tower Hamlets* on top of £3million already invested in the Borough's Youth Services
    - £5.7million of investment to extend *Universal Free School Meals* to all Primary and Secondary School pupils – making us the only Borough in the country to do so
    - £1.1million on the reintroduction of the Mayor's *Education Maintenance Allowance* and *University Bursary* schemes

- **Safety for all residents in our Borough, including:**
    - Additional Police Officers through £1.5million in additional funding
    - Additional Tower Hamlets Enforcement Officers (THEOs) with £2.9million of investment
    - £215,000 in CCTV investment, including roving vehicles to keep our streets safe

- **Our streets are clean and green, including:**
    - £5.4 million investment in electric waste vehicles and charging points
    - £2.13million investment in flat waste recycling
    - £540,000 investment in Low Carbon Fuel Supply

- **An ambitious programme of housebuilding and repairs, including:**

    - Provision to build 1,000 affordable homes per year for four years – a total of 4,000 this term
    - £347,000 for repairs management

- **The best care for our elderly and vulnerable residents, such as:**
    - £2.4million of free community based care services our most vulnerable and elderly residents.

- **And much more, including:**
    - Nearly £500,000 of investment reopening the Watney Market Idea Store
    - £800,000 investment in the promotion of Community Languages
    - £1.1million in investment in the Borough's Residents Hubs

This is just the beginning. We are laying the foundations for an economic and social programme of real change in Tower Hamlets. As someone who has witnessed change in this Borough for five decades – both good and bad – I relish this opportunity to improve the lives of our residents and make Tower Hamlets the best place to live for all.

Kind regards and solidarity,

Lutfur

Cabinet 25 January 2023	
Report of: Caroline Holland, Interim Corporate Director - Resources (Section 151 Officer)	**Classification:** Unrestricted
The Council's 2023-24 Budget Report and Medium Term Financial Strategy 2023-26	

Lead Member	**Councillor Saied Ahmed, Cabinet Member for Resources and the Cost of Living**
Originating Officer(s)	Caroline Holland, Interim Corporate Director – Resources
Wards affected	All wards
Key Decision?	Yes
Reason for Key Decision	Financial threshold and significant impact on wards
Forward Plan Notice Published	03/11/2022
Exempt information	Not applicable
Strategic Plan Priority / Outcome	All Strategic Plan Priorities

Executive Summary

The Council's Budget 2022-23 was approved by Full Council in March 2022. This report summarises the review of the MTFS as part of the 2023-24 budget setting process.

Despite the Chancellor last year announcing departmental spending limits for Government departments for three years, 2022-23 to 2024-25, the Local Government Finance Settlement (LGFS) was only announced for a single year covering 2022-23. Another single year finance settlement has recently been announced in this year's LGFS, published 19 December 2022, covering the 2023-24 financial year. The funding landscape for Local Government over the medium term remains highly uncertain. The Revenue Support Grant has been rolled forward for 2023-24 with an inflationary uplift and New Homes Bonus funding has continued, albeit without any legacy year's funding provided, and is much reduced from prior years. The Improved Better Care Fund has been rolled forward for 2023-24 without any inflationary uplift and the Services Grant has been significantly reduced from the 2022-23 allocation. On 17 November 2022 the Government announced that the implementation of Adult Social Care Reforms would be delayed from October 2023 to October 2025, however the funding for these reforms would still be provided to Local Government. The Council has therefore received additional Social Care Grant for 2023-24 with indications for further additional funding to be provided in 2024-25.

One reason Councils have been providing with single year settlements was due to funding reforms that have been delayed, annually, for several years. The distribution formula utilised for allocating resources across Local Authorities dates to 2013-14 and the Government propose to take forward a 'Fair Funding Review' to ensure a more up to date assessment of need. Business Rates baselines have not been reset since 2013-14 and, therefore, Councils that have experienced growth in their Business Rates have been able to retain a share of growth since that year. As part of the Local Government Finance Settlement the Government have announced that any reforms will now not come in before 2025-26. In early 2021 the Government consulted on ending New Homes Bonus (NHB), a targeted incentive providing funding based on housing growth within the Council area, and the Government has not yet announced the outcome of its consultation although they have advised that the outcome will be announced before the 2024-25 settlement.

The impact of these funding reforms will be particularly acute for Tower Hamlets when implemented and represent a significant risk going forward. Funding retained from Business Rates growth is significant and therefore the impact of resetting the Business Rates baseline would result in a substantial funding reduction for the Council when, or indeed if, this occurs.

For 2023-24 the Council will benefit from additional Social Care Grant, with Adult Social Care reform on the horizon for implementation in 2025, yet the allocation of Services Grant and New Homes Bonus has been reduced from the 2022-23 allocation. A freeze in the Tower Hamlets element of Council Tax is proposed, only levying the 2% Adult Social Care precept to meet significant demographic pressures within that area. The Council is making a significant new and additional investment in services and is drawing down £22.3m from reserves to balance the 2023-24

budget. It will be important to continue work to balance the budget over the medium term, ensuring alignment with the refreshed strategic plan.

The impact of inflation has significantly increased in recent months with high fuel and energy costs and food prices. As of October 2022, RPI Inflation was at 14.2% and CPI inflation at 11.1% and high inflation has a direct impact on the council's contracts and fuel and energy costs. The societal impacts of rising prices will also mean more individuals will require council support going forward. The latest treasury forecasts show high inflation through 2022-23 but reducing back to a lower level over the medium term.

The budget consultation 2023-24 with businesses began on 10 November and closed on 22 December 2022, and the results have been considered for this budget report.

This report examines the key issues and pressures facing the Council in the medium term, with an updated position on funding, growth pressures and saving requirements. Continued focus on identifying and delivering efficiencies for future years will play a central role in ensuring financial sustainability going forward.

Following the on-going review of the capital programme, the latest recommendation of a revised General Fund (GF) capital programme has been prepared seeking budget approval for the Council's revised 2022-23 capital programme of £111.867m and 2023-26 capital programme of £238.637m, as summarised in Appendix 8A.

The Housing Revenue Account (HRA) capital programme has been prepared seeking budget approval for the council's revised 2022-23 capital programme of £74.458m and 2023-26 capital programme of £389.625m, as set out in Appendix 8D.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Propose a General Fund Revenue Funding Requirement of **£446.205m** for 2023-24 subject to remaining changes arising from the final Local Government Finance Settlement and any other necessary adjustments.

2. Propose to freeze the Tower Hamlets element of Council Tax and to levy a 2% Adult Social Care precept for 2023-24.

3. Propose that the Interim Corporate Director Resources uses £22.3m from reserves in 2023-24 to support the budget as set out in section 3.9.8 given the shortfall emerging as part of the 2023-24 budget setting process.

4. Propose that the Interim Corporate Director Resources be authorised to make any changes required to the budget following receipt of the final Local Government Finance Settlement (LGFS) in consultation with the Mayor and Cabinet Member for Resources and the Cost of Living.

5. Authorise the Corporate Director Resources to continue the Council's participation in the 8 Authority Pool for Business Rates with seven other London Local Authorities for 2023-24, subject to due diligence.

6. Note the latest draft position of the Council's reserves, subject to final audit of the statements of accounts.

7. Propose the 2023-24 Housing Revenue Account budget as set out in Appendix 7 to be referred to Full Council for approval. Additionally this will be reviewed during 2023-24 with a view to reducing in year expenditure where possible and finding further efficiencies.

8. Propose the HRA housing rent and service charge increases as outlined in section 3.11. This includes increasing housing rents for existing tenanted properties and shared-ownership properties by 7% for 2023-24 and for new build properties by CPI +1% for 2023-24 (as per paragraph 3.11.19).

9. Propose the 2023-24 Management Fee payable to Tower Hamlets Homes (THH) of £35.530m as set out in paragraph 3.11.38. Additionally this will be reviewed during 2023-24 in partnership with THH with a view to reducing in year expenditure where possible and finding further efficiencies.

10. Note that under the Management Agreement between the Council and THH, THH manages delegated HRA income and expenditure budgets on behalf of the Council. In 2023-24, THH will manage delegated income budgets totalling £110.216m and delegated expenditure budgets totalling £43.307m. Additionally this will be reviewed by the Mayor and Cabinet Member during 2023-24 with a view to reducing in year expenditure where possible and finding further efficiencies.

11. Propose the 2023-24 Schools Budget.

12. Propose that the National Schools Funding Formula (NSFF) adopted by Tower Hamlets originally in 2019-20 continues for 2023-24. The only changes included are increases to the factor values in line with the NSFF.

13. Propose that the Minimum Funding Guarantee (the mechanism that guarantees schools a minimum uplift in per-pupil funding) is set as close to 0.5% as affordable, the maximum allowed after consideration for growth and factor changes in School allocations.

14. Propose that the structure of the Early Years Funding Formula remains unchanged except that the two year old hourly rates will increase in line with the Early Years National Funding Formula.

15. Note that the Local Council Tax Reduction Scheme will remain unchanged for 2023-24.

16. Propose the three-year General Fund Capital Programme 2023-26 as set out in Appendix 8A, totalling £238.637m.

17. Propose the three-year Housing Revenue Account Capital Programme 2023-26 as set out in Appendix 8D, totalling £389.625m.

18. Approve the revised 2022-23 General Fund and HRA Capital Programme budgets as set out in Appendix 8A and 8D, totalling £111.867m and £74.458m respectively.

19. Approve the budget allocation growth and reductions to schemes in the General Fund capital programme as detailed in Appendix 8C, subject to sign off through the capital governance process and agreement to proceed given by the Corporate Director of Place in consultation with the Mayor, Cabinet Member for Resources and the Cost of Living and the Corporate Director of Resources, and agree that schemes funded by future capital receipts, s106 and/or CIL will not go ahead until such funds have been received by the Council.

20. Approve the increased capital budget provision for St Georges Leisure Centre in the programme, with an additional request of £14m to meet the required total funding requirement of £55.16m for the rebuild.

21. Approve delegated authority to the Corporate Director of Place in consultation with the Corporate Director of Resources to take any steps required to deliver the capital programme including but not limited to going out to tender, appointing consultants and contractors in accordance with the Procurement Procedures, acquiring land interests and appropriating land from the General Fund to the Housing Revenue Account (HRA) for the delivery of new council homes, subject to approved budget and in consultation with the Mayor and the Cabinet Member.

22. Note the administration's six key priority projects, as detailed from paragraph 3.12.34 onwards.

23. Note the Equalities Implications as set out in Section 4.

1. REASONS FOR THE DECISIONS

1.1 The Council is under an obligation to set a balanced and sustainable budget and to set the Council Tax Levels for the financial year 2023-24 by 11 March 2023 at the latest. The Council's Chief Financial (S151) Officer must confirm the robustness of the estimates applied and the adequacy of the Council's reserves as part of the budget setting report to Council. A comment from the Chief Financial Officer is included within this report.

1.2 The setting of the budget is a decision reserved for Full Council. The Council's Budget and Policy Framework requires that a draft budget is issued for consultation with the Overview & Scrutiny Committee to allow for their comments to be considered before the final budget proposals are made to Full Council.

1.3 The announcements and consultations made about Government funding for the Council in the Chancellor's Autumn Statement, the Local Government Finance Settlement, challenges such as high inflation and the impact of the Covid-19 pandemic require a robust and timely response to enable a balanced budget to be set.

1.4 A Medium Term Financial Strategy (MTFS) covering the entirety of the resources available to the Council is considered to be the best way that resource prioritisation and allocation decisions can be considered and agreed in a way that provides a stable and considered approach to service delivery and takes into account relevant risks and uncertainty.

1.5 As the Council develops its detailed proposals it must continue to keep under review those key financial assumptions which underpin the Council's MTFS. Significant funding reforms have been signalled by Government and the Council has a reliance on funding sources that are potentially subject to change significantly in the Medium Term, and therefore it is important to continue to monitor the Medium Term position.

1.6 The Mayor is required by the Local Government and Housing Act 1989 to determine a balanced Housing Revenue Account (HRA) budget prior to the start of the new financial year. The Council must also approve the Management Fee payable to Tower Hamlets Homes (THH) so that it can fulfil its obligations under the Management Agreement to manage the housing stock on behalf of the Council.

1.7 In accordance with Financial Regulations, capital schemes must be included within the Council's capital programme, and capital estimates adopted prior to any expenditure being incurred. This report includes the three year Capital Programme 2023-26 and associated capital estimates to be approved.

2. ALTERNATIVE OPTIONS

2.1 Whilst the Council will adopt a number of approaches to the identification of measures aimed at delivering its MTFS it must set a legal and balanced

budget and maintain adequate reserves. The scale of the changes experienced mitigate against continuing on the basis agreed in March 2022 without a re-appraisal of both the financial and policy position.

2.2 The Council is required to set an affordable Council Tax and a balanced budget, while meeting its duties to provide local services. This limits the options available to Members. Nevertheless, the Council can determine its priorities in terms of the services it seeks to preserve and protect where possible, and to the extent permitted by its resources, those services it wishes to prioritise through investment.

2.3 The Council has a statutory duty to set a balanced HRA and provide THH with the resources to fulfil its obligations under the Management Agreement. Whilst there may be other ways of delivering a balanced HRA, the budget setting process outlined in this report is considered the most effective, in realising all the Council's statutory duties having regard to the matters set out in the report.

3. DETAILS OF THE REPORT

3.1 BACKGROUND

3.1.1 The medium-term financial planning process is an essential part of the Council's resource allocation and strategic service planning framework. The MTFS integrates strategic and financial planning over a multi-year period. It translates the Strategic Plan priorities into a financial framework that enables the Mayor and officers to ensure policy initiatives can be delivered within available resources and can be aligned to priority outcomes.

3.1.2 The drivers for the Council's financial strategy are:

- To set a balanced budget over the life of the MTFS whilst protecting residents from excessive Council Tax increases, as defined by the government, through the legislative framework covering Council Tax referenda.
- To fund priorities agreed within the Strategic Plan, ensuring that service and financial planning delivers these priorities.
- To deliver a programme of planned reviews and savings initiatives designed to keep reductions to service outcomes for residents to a minimum.
- To maintain and strengthen the Council's financial position so that it has sufficient contingency sums, reserves and balances to address any future risks and unforeseen events without jeopardising key services and delivery of service outcomes for residents.
- Ensuring the Council maximises the impact of its spend to deliver priority outcomes in the context of reducing resources.

3.1.3 In the context of uncertainty and challenges facing the Council from a number of forthcoming fundamental changes to the financial environment in which Local

Authorities operate, this report updates Members on the impact of these changes and proposes changes to growth, inflation, and previously agreed savings that will inform consideration of the budget package by the Overview and Scrutiny Committee. With a significant usage from reserves to support the position, the proposals will deliver a balanced budget for 2023-24; taking into account the views of residents, business rate payers and other interested stakeholders.

3.1.4 The main body of the report has the following sections:

- Strategic Approach (Section 3.2)
- Medium Term Financial Strategy & Proposed Budget (Section 3.3)
- Impact on Council Services (Section 3.4)
- Financial Resources (Section 3.5)
- Budget Pressures, Growth and Inflation (Section 3.6)
- Savings Proposals (Section 3.7)
- Risks and Opportunities (Section 3.8)
- Reserves (Section 3.9)
- Schools' Funding (Section 3.10)
- Housing Revenue Account (Section 3.11)
- Capital (Section 3.12)
- Treasury Management Strategy (Section 3.13)
- Budget Consultation and Scrutiny Process 2023-26 (Section 3.14)

3.1.5 The key planning assumptions that support the draft budget proposals are set out in the body of the report and in the attached appendices.

3.2 STRATEGIC APPROACH

3.2.1 In August 2022, Cabinet approved the 2022-26 Strategic Plan. The strategic plan is the council's main plan. It sets out the most important priorities for the council between 2022 and 2026. These priorities are translated from the Mayor's vision and the administration's manifesto. All local authorities must deliver certain services and make decisions: these are set out in law. The plan also includes important actions that the council will take to make sure these services and decisions are the best they can be.

3.2.2 There are eight key priorities identified in the Strategic Plan:

1. Tackling the cost of living crisis
2. Homes for the future
3. Accelerate education
4. Boost culture, business, jobs and leisure
5. Invest in public services
6. Empower communities and fight crime
7. A clean and green future
8. A council that listens and works for everyone

2021 Census

3.2.3 The 2021 Census found that Tower Hamlets had the fastest growing population in England and Wales. Between 2011 and 2021 the local population grew by

56,200 to 310,300, an increase of 22.1%. The borough is the most densely populated area in England and Wales with 15,695 residents per square kilometre compared to an average of 424 residents per square kilometre in England.

3.2.4 The borough also has the youngest median age in the country (30). The proportion of working age adults aged 20-64 is large (71%) and there is a large population of children and young people aged 0-19 (23.4%) whilst the proportion of older people is the lowest in England and Wales (5.6%).

3.2.5 The borough is extremely diverse with the large majority (77%) coming from non White British ethnic backgrounds. This includes the largest Bangladeshi population in the country (34.6%) as well as a large White Other population and sizeable Somali, Chinese and Roma communities. 6.2% of residents reported not being able to speak English well or at all, which was the 8th highest proportion of any local authority area.

3.3 MEDIUM TERM FINANCIAL STRATEGY & PROPOSED BUDGET

3.3.1 The revised Medium Term Financial Strategy is set out in Appendix 1A, and the detail by service area in Appendix 1B. The detailed figures and assumptions incorporated in these tables are explained more fully in this report. The figures assume a Council budget requirement of £446.205m for 2023-24.

3.3.2 The previous multi-year funding settlement agreed with the Government expired at the end of the 2019-20 financial year. Single year settlements were announced for 2020-21, 2021-22, 2022-23 and now 2023-24. The government announced the Spending Review 2021 on 27 October 2021, which provided resource budgets for Government Departments for the three years 2022-23 to 2024-25. However, the Government again published a single year settlement for 2023-24 on 19 December 2022 although indications about 2024-25 funding can be derived from the Government department totals. The absence of a long-term settlement hinders the ability of Local Authorities to plan for the Medium Term effectively.

3.3.3 Previously the direction of travel for Local Authority funding reflected a move away from direct general government support such as through Revenue Support Grant towards more targeted grant support coupled with an increased reliance on locally generated sources of income such as Council Tax, retained Business Rate growth and targeted incentive payments such as New Homes Bonus funding. Following the pandemic, the Government has signalled a change in direction consulting on ending New Homes Bonus payments, having reduced this funding in recent years, and progressing a ‘fair funding review’ to assess needs and a business rates reset. The needs assessment formula utilised to distribute funding and business rates baselines have been unchanged since 2013-14 and a review of these will have significant implications for Tower Hamlets over the medium term. The Government announced as part of the 2023-24 funding settlement that any reforms will not be put in place till at least 2025-26, however a decision on the future of New Homes Bonus will be made before next years 2024-25 settlement.

3.3.4 The Council has experienced funding pressures on account of inflation and rising energy costs. The Council is also investing significant additional sums in expenditure on services. Inflation and energy costs, alongside the impact of the Covid-19 pandemic, has inevitably impacted the government's own short-term funding priorities. With only single year settlements provided by Government, the medium-term pressures on the Council's finances remain to be quantified.

COMMENTS FROM THE CHIEF FINANCIAL OFFICER (CFO)

3.3.5 As this report is financial in nature, the comments of the Chief Financial Officer (s151 officer) are contained throughout this report, however given the scale of imbalance now contained within the Medium Term Financial Strategy, it is incumbent on the CFO to make additional comment in this report which will be further reflected and amplified in the statutory Section 25 statement within the budget report to Council in March 2023.

3.3.6 The planned level of revenue expenditure in 2023-24 is significantly greater than our level of planned recurrent funding, as it is over the medium term, and therefore there is a need to draw down £22.3m which is a very significant sum from one-off reserves to reach balance in 2023-24. This usage of one-off reserves is deemed as affordable in the short term but the high level of recurrent net expenditure forecast to continue would require further significant drawdowns from reserves in future years, which is clearly unsustainable as the Council's usable reserves would be exhausted in the medium term.

3.3.7 It is, therefore, vital that the Council reduces this level of expenditure and identifies on-going savings in the region of £30m from 2024-25 onwards, along with a review of the capital programme and its financing, thus eliminating the need for further significant drawdowns from the Council's reserves to bring our budget back into a sustainable position.

3.3.8 In this report, we have taken account of the government's recent provisional Local Government Finance Settlement (LGFS) which was announced on 19th December 2022. There are a range of significant implications that have been incorporated within the medium term financial plan and explained throughout this report.

3.3.9 The government's Core Spending Power calculation makes assumptions about the level of growth in the Council Tax base and that authorities will increase Council Tax each year up to the referendum limit. The Council's decisions on this matter are therefore key to ensuring we maximise the amounts shown in the Core Spending Power calculation.

3.3.10 This report includes a refresh of the Capital Programme for both the General Fund and Housing Revenue Account. There are various funding options available to the council for the capital programme, including external grants, Community infrastructure Levy (CIL), (including Local infrastructure Fund (LIF)) payments, s106 contributions, capital receipts, reserves/revenue and lastly, borrowing. The availability of each funding source is considered in this order, to ensure that all other funding options have been maximised before drawing on capital receipts, reserves/revenue and borrowing. The financial implications of the issues raised have been included in the main report, particularly from

paragraph 3.12.19, which details the funding impacts of the proposed 2023-26 Capital Programme Refresh on the Council.

3.4 IMPACT ON COUNCIL SERVICES

3.4.1 The one-year provisional Local Government Finance Settlement (LGFS) for 2023-24 has rolled forward a number of funding streams for an additional year. This included another year of business rates growth, that Tower Hamlets has been able to retain since the baselines were set in 2013-14 and reform is now not expected before 2025-26. New Homes Bonus is retained but the allocation is significantly reduced from 2022-23. There was additional Social Care Grant announced for 2023-24, with Adult Social Care reforms delayed by the Government from October 2023 to October 2025 but the funding provided in advance of the changes coming into place. Services Grant for 2023-24 was reduced from the 2022-23 allocation. The Council is proposing to freeze its element of Council Tax, aside from levying a 2% precept specifically for Adult Social Care to fund demographic pressures in that area. The budget for 2023-24 has been balanced with a draw-down from the Council's reserves.

3.4.2 The Government signaled that the one-year settlement was provided to facilitate taking forward Local Government funding reforms including a 'fair funding' review of the needs assessment formula and a reset of Business Rates baselines essentially wiping-out growth since 2013-14. In early 2021 the Government also consulted on altering New Homes Bonus funding. However the Government has announced that funding reforms will not come into place before 2025-26 and a decision on the future of New Homes Bonus will be made before next year's funding settlement.

3.4.3 Any proposed changes would have significant implications for Tower Hamlets over the Medium Term. Retained Business Rates above the Council's baseline accounts for approximately £18.8m of the Council's funding. If these funding sources are removed it is not clear how the money would be redistributed across Local Government, and this remains a future funding risk for the Council.

3.4.4 In addition to funding uncertainties in the medium term, the Council continues to face increases in demand for services, inflationary cost increases, demographic cost pressures particularly in Adult Social Care and is choosing to investing more money in services to residents. The long-term impacts of the ongoing coronavirus pandemic remain uncertain.

3.4.5 The majority of the Council's costs relate to staffing and, given the scale of the challenges projected for future years, it is likely that continuing significant reductions will be needed to the Council's overall headcount and pay bill. The processes by which posts are identified draw upon the lessons learnt during the pandemic about which services are essential, which services are discretionary and which service delivery points are required for the future delivery of what are likely to be changed or redesigned services.

3.5 FINANCIAL RESOURCES

MTFS Summary 2023-26	2023-24 £'000	2024-25 £'000	2025-26 £'000
Net Service Costs	389,473	446,205	487,880
Growth - Previously approved by Full Council	137	-	-
Growth - New	39,723	33,476	3,102
Inflation - Previously approved by Full Council	6,500	-	-
Inflation - New	19,900	10,000	6,900
Savings - Previously approved by Full Council	(7,181)	-	-
Savings - Unachievable and Reprofiled	7,654	(900)	(100)
Savings - New	(10,000)	(902)	(859)
Total Funding Requirement	**446,205**	**487,880**	**496,923**
Core Grants:			
- Revenue Support Grant	(39,347)	(40,527)	(41,743)
- New Homes Bonus	(3,890)	(3,890)	(3,890)
- Services Grant	(4,332)	(4,332)	(4,332)
- Improved Better Care Fund	(16,810)	(16,810)	(16,810)
- Social Care Grant	(25,958)	(37,858)	(37,858)
- ASC Discharge Fund	(2,357)	(3,937)	(3,937)
- ASC Market Sustainability & Improvement Fund	(3,430)	(6,000)	(6,000)
- Public Health Grant	(39,315)	(40,101)	(40,903)
- Homelessness Prevention Grant	(6,010)	(6,080)	(6,080)
- Rough Sleeping Initiative	(658)	(658)	(658)
Core Grants	**(142,108)**	**(160,194)**	**(162,212)**
Business Rates	**(152,596)**	**(147,970)**	**(155,122)**
Council Tax:			
- Council Tax - in year income	(129,541)	(133,103)	(136,763)
- Council Tax - Collection Fund deficit / (surplus)	364	-	-
Council Tax	**(129,176)**	**(133,103)**	**(136,763)**
Total Funding	**(423,880)**	**(441,267)**	**(454,097)**
Budget Gap / (Surplus)	**22,326**	**46,613**	**42,826**
Contribution to Reserves / (Drawdown from Reserves)	**(22,326)**	**(15,800)**	**(5,000)**
Savings to be identified	**-**	**30,813**	**37,826**

Assumptions:

- No increase in general Council Tax for all years.
- Adult Social Care (ASC) precept increase of 2% for 2023-24 only - allocated to fund demographic pressures in Adult Social Care (i.e. spend on additional packages of care to support older and disabled people with increasingly complex needs).
- Business Rates income - assumes reset to occur in 2025-26 but partially offset by transitional funding (75% in 2025-26).
- Core Grants allocations are based on the provisional LGFS announced on 19th December 2022.
- Pay Inflation - 4% for 2023-24; 2% for 2024-25 and 2025-26.
- Contractual Inflation - 6% for 2023-24; 4% for 2024-25; 2% for 2025-26.

Please note: If the ASC Precept was not able to be applied, this would not increase the budget gap per se, but would decrease the resources given to Adult Social Care by c£2.5m.

Council Tax

3.5.1 Council Tax income is a key source of funding for Council Services. The amount generated through Council Tax is principally determined by the Council Tax Base (the number of properties adjusted for exemptions and discounts) and the rate of charge per property.

3.5.2 The government has recently signalled that a national review of Council Tax is planned although no details have yet been provided.

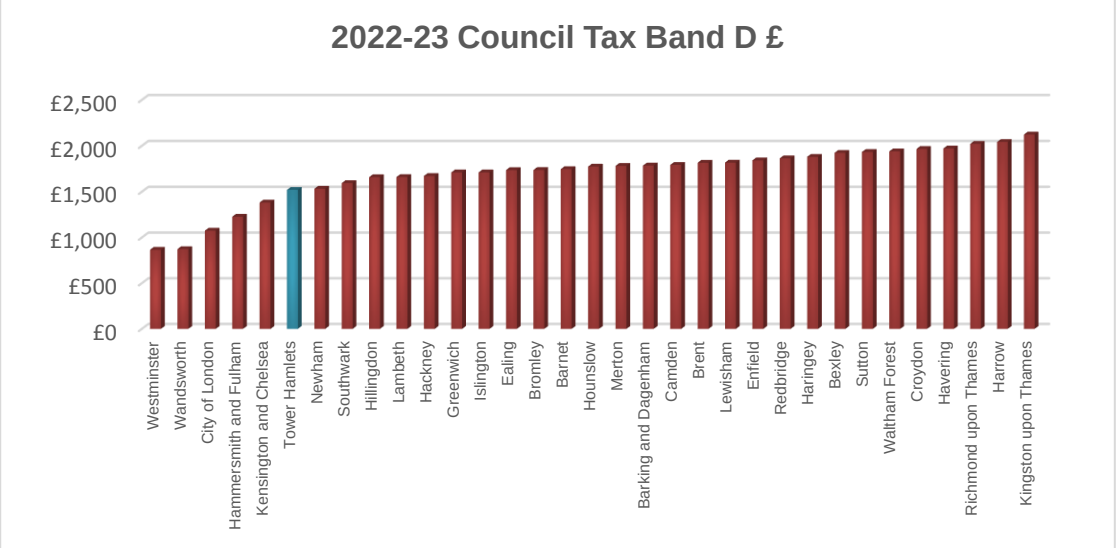
3.5.3 The Council currently can, subject to legislative constraints, increase its Council Tax rate through two mechanisms; general tax rate increases and the Adult Social Care precept.

3.5.4 The government has stated the referendum level for general tax rate increases will be 2.99% for 2023-24 (in recent years this has been 1.99%) and a further maximum level of 2% for the ASC precept (specifically to fund Adult Social Care pressures). The government assumes in the Core Spending Power calculation that Councils will increase Council Tax at the maximum allowed level. If the Council, therefore, does not implement at the maximum level, then its spending power to provide services would be reduced going forward with no funding from government to mitigate this.

3.5.5 If the Council was to implement an increase to Council Tax, each 1% would generate extra income (and therefore decrease the budget gap) of c£1.3m per annum, with any increase having a cumulative effect.

3.5.6 Currently Tower Hamlets has one of the lowest Council Tax rates across the 33 London Boroughs as shown in Chart 1 below.

Chart 1: 2022-23 Council Tax Rates Across London



3.5.7 The Covid-19 pandemic reduced the collection rate and increased significantly those claiming benefits including through the Local Council Tax Reduction Scheme (LCTRS). The cost of the LCTRS scheme rose from £26.7m in 2019-20 to £31.6m in 2020-21. The level of claimants has reduced slightly from the increased pandemic level (£32.7m cost in 2021-22 which includes the effect of the annual Council Tax increases).

3.5.8 The Council Tax collection rate decreased during the pandemic, and then has improved during 2022 however remains lower than pre-pandemic collection levels. Future years' collection rates could be negatively affected by wider economic impacts being experienced by residents (including inflationary and market pressures on employment, energy and food costs).

3.5.9 The Council Tax Base has been calculated for 2023-24 at 112,950 Band D equivalents and this assumes growth of 2.75% and a 97.50% collection rate.

Local Council Tax Reduction Scheme (LCTRS) 2023-24

3.5.10 The Council did not make any changes to the Local Council Tax Reduction Scheme (LCTRS) for 2022-23. Due to the impacts of the pandemic, the cost of the scheme rose from £26.7m in 2019-20 to £31.6m in 2020-21. The level of claimants has reduced slightly from the increased pandemic level (£32.7m cost in 2021-22 which includes the effect of the annual Council Tax increases), however the impact of the current higher cost of living may impact the levels of claimants in the future.

3.5.11 The current LCTRS scheme remains amongst the most generous in the UK protecting Tower Hamlets residents on low incomes. Those on the lowest income are able to receive 100% relief and pay no Council Tax.

3.5.12 Each year, the Council is required to consider whether it wishes to change its LCTRS. Any changes to the scheme require a full public consultation and impact analysis.

3.5.13 The Council will not make any changes to the existing 100% LCTRS for 2023-24 protecting our residents on low incomes.

Settlement Funding Assessment and Revenue Support Grant

3.5.14 Settlement Funding Assessment (SFA) reflects the government's current approach to funding most local authorities through Revenue Support Grant (RSG) and retained business rates.

3.5.15 Each authority's SFA is based on a needs assessment established at the beginning of the funding arrangements and thereafter reflecting the impact primarily of government funding reductions. The Baseline Funding Level represents the amount of retained business rates that the government expects each local authority to generate assuming no increase in the tax base since the scheme inception (i.e. it continues to increase only in line with the increase in the relevant business rate multiplier).

3.5.16 The difference between SFA and the Baseline Funding Level is the amount of RSG an authority receives. For Tower Hamlets, the calculation based on the Provisional Local Government Finance Settlement is shown below.

Provisional Settlement Funding Assessment	2022-23 £m	2023-24 £m
Settlement Funding Assessment (SFA)	146.6	155.0
Baseline Funding Level (BFL)	111.5	115.7
Revenue Support Grant (RSG)	35.1	39.3

Business Rates Retention Scheme

3.5.17 The Council entered a business rates pool with seven other neighbouring London Boroughs in 2022-23 (the 8 Authority Pool) and, subject to due diligence, will continue in this pool arrangement for 2023-24. This will enable the Council to retain some of the levy on growth that would otherwise be required to be paid to Central Government. The amount of extra growth retained is estimated to be £2.0m one-off extra income in 2023-24.

3.5.18 The Covid-19 pandemic significantly impacted the business rates income for the Council and created a 2020-21 Business Rates Collection Fund deficit which will be required to be repaid over the period 2021-24. Subject to audit, the Council share of the accumulated Business Rates deficit to the end of 2021-22 is £31.6m (primarily funded through government grants for expanded retail and nursery scheme business rates reliefs).

3.5.19 The Council is utilising its Collection Fund Smoothing Reserve to align the government grant funding of business rates reliefs with the timing of deficit payments over the three-year period 2021-24. The Covid-19 pandemic continued to have a significant impact on the 2021-22 business rates income through revaluations, other changes to the rating list and a reduction in collection rates.

3.5.20 The business rates baseline was due to be reset in 2022-23, however this has been delayed until at least 2025-26 and given repeated delays, there has to be a doubt about it happening all.

3.5.21 The current business rates system allows councils to retain a proportion of the growth in the local business rates tax base, however this is typically lost during funding rebasing. For Tower Hamlets this is c£18.8m of funding that could be lost because of a reset and the annual delays have improved the budget position in recent years and it is forecast this will continue for 2023-24 and 2024-25. Beyond this, there is significant uncertainty around when the government will implement the reset, how the money would be redistributed across Local Government and the amount of any transitional relief provided to the Council; therefore, the level of business rates income is uncertain in future with a risk of reduced funding for the Council going forward.

Collection Fund

3.5.22 Due to the effect of the Covid-19 pandemic on the Collection Fund deficits for 2020-21, the government announced that 2020-21 deficits can be repaid over the three-year period 2021-24. This is a further spread of the impact over more years than the normal requirements for repayment periods. Furthermore, the Spending Review 2020 announced that the government would fund 75% of components of the 2020-21 deficit.

3.5.23 The Collection Fund currently remains under consideration by external audit and, therefore, the accumulated deficit to the end of 2021-22 may be subject to change.

3.5.24 There is an accumulated Council Tax Collection Fund deficit to the end of 2021-22, of which the estimated Council share is £4.3m. There is a loss allowance (bad debt provision) of £13.3m to allow for the potential impacts of cost of living pressures and the pandemic.

3.5.25 The Collection Fund Smoothing Reserve has a draft balance of £51.0m at the end of 2021-22, subject to the closure and audit of the Council's accounts for the period 2016 - 2022. This includes Section 31 grant income from central government to fund the expanded retail and nursery scheme business rates reliefs for 2020-22, which will be drawn down over the period 2021-24 to match the years in which the related business rates deficit payments will impact the financial accounts. The purpose of the Smoothing Reserve is also to balance out potential deficits and surpluses across individual years for Business Rates and Council Tax income over the medium term. Income collection to date and forecasts for the year are monitored monthly including the impact of inflation and the pandemic on the Collection Fund.

Core Grants

3.5.26 The Council is in receipt of several core grants to support specific service priorities. The Local Government Funding Settlement published on 19 December 2022 announced increases and reductions to various core grants.

3.5.27 Further assumptions have been made in respect of most grants after 2023-24. There are risks associated with this approach as the government may decide to change its priorities and reduce or cease funding through a grant or reallocate service specific grants into more general funding with a changed distribution methodology.

Revenue Support Grant

3.5.28 Revenue Support Grant (RSG) is a central government grant given to local authorities which can be used to finance revenue expenditure on any service. The amount of Revenue Support Grant to be provided to authorities is established through the Local Government Finance Settlement using the relevant funding formulae; the revision of these formulae is the focus of the (deferred) Fair Funding review process.

3.5.29 The Council's Revenue Support Grant (RSG) has decreased from circa £54m in 2017-18 to £39.3m in 2023-24.

New Homes Bonus

3.5.30 The New Homes Bonus (NHB) scheme was introduced in 2011-12 to help tackle the national housing shortage. The scheme was designed to reward those authorities that increased their housing stock either through new build or by bringing empty properties back into use. Tower Hamlets is a high growth area and has in the past attracted one of the highest levels of NHB in the country.

3.5.31 A consultation was launched after the 2021-22 settlement on the future of NHB with options including increasing the threshold for payment and various other factors that could be included for calculations. There is uncertainty in the amounts to be received going forward and payments have reduced significantly in recent years. The Government have advised as part of the 2023-24 finance settlement that an announcement will be made before the 2024-25 Local Government Finance Settlement next year.

3.5.32 If the NHB (including all legacy payments) were to come to an end in the medium term, it is expected that decreases in NHB will be re-allocated nationally into other funding streams such as the Revenue Support Grant or other core grants, however this will clearly need to be kept under review. As part of the 2023-24 provisional LGFS, the Secretary of State for DLUHC announced a further round of New Homes Bonus allocations under the current scheme with no legacy payments. The New Homes Bonus grant reduced nationally from £556m in 2022-23 to £291m in 2023-24. The Council's New Homes Bonus grant allocation decreased from £16.26m in 2022-23 to £3.89m in 2023-24.

3.5.33 Over the medium term the level of funding potentially lost will depend on which changes are announced, the timescales for implementation and any transitional funding for Councils such as Tower Hamlets that would lose significant funds as a result. The amount of funding going forward remains therefore unclear. The MTFS currently assumes that funding would be retained at a similar amount to the 2023-24 allocation but will need to be updated when changes are announced by Government.

Table showing NHB allocations for Tower Hamlets 2020-21 to 2023-24:

New Homes Bonus	2020-21 £m	2021-22 £m	2022-23 £m	2023-24 £m
2017-18 allocation	5.406			
2018-19 allocation	6.180	6.180		
2019-20 allocation	3.812	3.812	3.812	
2020-21 allocation	6.584			
2021-22 allocation		7.654		
2022-23 allocation			12.451	
2023-24 allocation				3.890

New Homes Bonus	2020-21 £m	2021-22 £m	2022-23 £m	2023-24 £m
Total Allocation	**21.981**	**17.646**	**16.263**	**3.890**

Improved Better Care Fund

3.5.34 The Better Care Fund (BCF) was introduced in the 2013-14 spending review. The fund is a pooled budget, bringing together local authority and NHS funding to create a national pot designed to integrate care and health services.

3.5.35 In addition to this, an Improved Better Care Fund (IBCF) was announced in the 2016-17 budget to support local authorities to deal with the growing health and social care pressures during the period 2017-20. The Spending Rounds since 2019 have extended this grant for one year at a time and the continued provision of this funding is built into the MTFS. For 2023-24 the Government has announced Adult Social Care discharge funding which is to be pooled with the Better Care Fund, with grant conditions to be announced in due course.

Social Care Grant

3.5.36 In the Chancellor's 2019-20 budget, £410m of additional funding was announced for use for adult and children's social services. The government believes there is not a single bespoke needs formula that can be used to model relative needs for both adult and children's social care, therefore the existing Adult Social Care Relative Needs Formula was used to distribute this Social Care Support Grant funding.

3.5.37 The 2020-21 LGFS confirmed that the previous Social Care Support Grant allocations will be rolled into a new Social Care Grant for 2020-21. The Social Care Support Grant allocation for Tower Hamlets of £2.499m was used to support the revenue budget funding for demographic and inflationary growth for the directorates. The grant was increased in 2020-21 to £9.367m. This increase of £6.868m was allocated 50% to supporting the revenue budget funding for demographic and inflationary growth for the directorates, and the remaining 50% directly allocated as budget to the services (75% to adult social care and 25% to children's social care). The Social Care Grant was increased by £2.974m in 2021-22 and then a further £4.261m in 2022-23 (to a total of £16.602m).

3.5.38 On 19 November within the Autumn Statement the Government announced that proposed Adult Social Care reforms would have their implementation delayed from October 2023 to October 2025, yet the accompanying funding would be provided to Local Government to support alleviating pressures within Adult Social Care. The Social Care Grant in 2023-24 will therefore increase to £25.958m. Government Departmental funding totals indicate a further increase to Social Care Grant in 2024-25, although the distribution of this funding will not be clarified until next year's settlement. Growth in funding within this area has been built into the MTFS.

3.5.39 The following table demonstrates the allocations of the Social Care Grant:

Social Care Grant Allocations	Total £m
2019-20 Funding	2.499
2020-21 Additional Funding	6.868
2021-22 Additional Funding	2.974
2022-23 Additional Funding	4.261
2023-24 Additional Funding	9.356
Total 2023-24	**25.958**

Social Care Reform

3.5.40 In December 2021 the Government published its long-awaited white paper on Adult Social Care reform entitled 'People at the Heart of Care' setting out a 10-year vision for transforming support and care in England. The document set out a range of priorities that the Government will seek to take forward with the sector in coming years.

3.5.41 The Government published 'Build Back Better: Our Plan for Health and Social Care' in September 2021 introducing a new health and social care levy to National Insurance Contributions, initially to help fund the clearance of NHS backlogs, a cap on care costs of £86,000 and the ability of self-funders to ask their Local Authority to arrange their care for them. The Government reversed the health and social care levy in November 2022 and has announced that implementation of the reforms would be delayed from October 2023 to October 2025.

3.5.42 The 2022-23 LGFS stated that to ensure that local authorities were able to move towards paying a fair cost of care, the Government was providing an additional £1.4 billion over the next 3 years. This formed part of the £3.6 billion confirmed at Spending Review 2021 to implement Charging Reform. £162 million will be allocated in 2022 to 2023 to support local authorities as they prepare their markets for reform. A further £600 million will be made available in both 2023-24 and 2024-25.

3.5.43 In the Autumn Statement 2022, alongside announcing the delay to implementing Adult Social Care reforms, the Government stated that funding will still be given to local authorities to help support other adult social care pressures and additional Social Care funding was announced as part of the 2023-24 Local Government Finance Settlement.

ASC Market Sustainability and Improvement Fund

3.5.44 The 2022-23 provisional LGFS announced the new Market Sustainability and Fair Cost of Care Fund grant for 2022-23 intended to help local authorities to prepare their markets for reform and move towards paying the fair cost of care. The government distributed funding using the adult social care relative needs

formula and the 2022-23 allocation for Tower Hamlets was £0.989m. The budget allocated this funding in full to the Health, Adults and Community directorate.

3.5.45 The funding was intended for local authorities to carry out activities including:

- Conduct a cost of care exercise to determine sustainable rates.
- Engage with local authorities to improve data on operational costs and the number of self-funders.
- Strengthen capacity to plan and implement greater market oversight.
- Use the funding to increase fee rates (appropriate to local circumstances).

3.5.46 The 2023-24 finance settlement increased this funding to £3.430m and renamed the grant to the ASC Market Sustainability and Improvement Fund. It is envisaged that this will primarily be required to pay higher rates to providers towards a fair cost of care and to fund administration costs for the development of the market.

Services Grant

3.5.47 In the 2022-23 provisional LGFS, the Government introduced a one-off 2022-23 Services Grant and the allocation for Tower Hamlets was £7.688m. This grant was not ringfenced, and conditions on reporting requirements were not attached. It was provided in recognition of the vital services, including social care, delivered at every level of local government and also included funding for local government costs for the increase in employer National Insurance Contributions.

3.5.48 The Government stated a clear intention for this grant to be one-off for 2022-23 and although the Government is distributing Services Grant in 2023-24, the Council's allocation is reduced to £4.332m.

Public Health Grant

3.5.49 The Public Health grant is ring-fenced for use on public health functions exclusively and covers all ages. The final allocation of the Public Health grant to Tower Hamlets for 2022-23 was £37.372m. The 2023-24 allocation has not yet been confirmed by Government. The MTFS currently assumes inflationary increases for future years.

Rough Sleeping Initiative

3.5.50 The Rough Sleeping Initiative fund was created to provide local support for those living on the streets. This was first announced in March 2018 to make an immediate impact on the rising levels of rough sleeping. This funding combined the Rough Sleeping Initiative and Rapid Rehousing Pathway into a single, streamlined funding programme.

3.5.51 The 2023-24 allocation has not yet been confirmed by Government. The MTFS assumes that the 2022-23 allocated budget of £0.646m will continue in future years with added inflation and continue to be allocated directly to the Place directorate.

Homelessness Prevention Grant

3.5.52 The Flexible Homelessness Support & Homelessness Reduction grant was designed to transform the way councils fund homelessness services to provide greater flexibility to prioritise the prevention of homelessness. The grant empowers the Council to support the full range of homelessness services.

3.5.53 The government created a newly named Homelessness Prevention Grant that replaced the Flexible Homelessness Support and Homelessness Reduction grant in 2021-22. The new allocation for 2021-22 was £5.852m which was a £0.746m increase on the previous grant. The 2023-24 allocation has been confirmed by Government as £6.010m. The funding is allocated directly to the Place directorate to support services relating to homelessness in the borough.

Lower Tier Services Grant

3.5.54 The Lower Tier Services Grant was introduced in the 2021-22 LGFS, intended to be "minimum floor funding" to ensure that no district or unitary council had a decrease in Core Spending Power for 2021-22. The government made it clear that "This funding is in response to the current exceptional circumstances and is a one-off. No local authority should take this funding floor as guaranteeing similar funding floors in future years, including in future finance reforms".

3.5.55 The 2022-23 provisional LGFS retained the Lower Tier Services Grant for another year (2022-23) and the final LGFS confirmed the 2022-23 allocation for Tower Hamlets as £1.508m.

3.5.56 In 2021-22 the funding was placed into the Collection Fund Smoothing Reserve, to support the impact of the Covid-19 pandemic on Business Rates and Council Tax income. The 2022-23 budget utilised the one-off income to contribute to in-year funding of the Council's expenditure. This grant has now come to an end and there is no Lower Tier Services Grant allocation in the 2023-24 funding settlement.

3.6 BUDGET PRESSURES, GROWTH AND INFLATION

3.6.1 A key part of the annual budget setting process is the review of growth pressures across the MTFS period arising from demographic changes, new requirements or responsibilities or inflationary pressures.

3.6.2 In previous budget setting processes, the Council approved amounts for unavoidable growth and estimated inflation over the period to 2023-24. These have been reviewed as part of updating the MTFS for the period until 2026 and in the context of the council investing significant additional sums in services, overall funding pressures facing the Council, the current high inflation rate and continuing impact of Covid-19.

3.6.3 In line with this review methodology, previously agreed demographic growth funding for Adult Social Care (ASC) in 2021-22 and 2022-23 was revised downwards to take account of a range of demand management measures that include more effective price controls to mitigate pressures (£3.5m revised growth for 2022-23). This was a risk-based proposal given the Council's overall financial gap and given that the service is currently experiencing financial pressures on care packages. The 2022-23 budget allocated funding from the ASC Precept to support ASC demography (£1.2m). The MTFS includes allowance for further adult social care demographic growth pressures of £4.0m in 2023-24 of which £2.504m would be funded through the 2% ASC precept in 2023-24 if implemented. Additional Social Care funding provided in the Local Government Finance Settlement will also be available to support pressures within Social Care.

3.6.4 The Council remains part of the National Joint Council (NJC) for Local Government Services for negotiating pay award arrangements. The 2020-21 pay inflation was agreed nationally at 2.75% and the 2022-23 budget ensured that pay inflation was provided for this higher increase. The 2021-22 pay award was agreed at 1.75% for most officers (2.75% for officers on the lowest spinal point and 1.5% for Chief Officer grades) in line with the budget provided for in the MTFS (which was based on a 1.75% average assumption).

3.6.5 The 2022-23 pay award was agreed nationally in November 2022 and the final cost to the General Fund was £10.4m. The MTFS has been updated for 2023-24 to provide budget for the 2022-23 short-fall and a 4% pay award assumption for 2023-24, due to continuing cost of living pressures on national negotiations. The allowance for 2024-25 and 2025-26 returns to a 2% assumed pay award in each year.

3.6.6 The refresh of the MTFS has also considered the currently heightened inflationary risks in non-pay inflation. Some large contracts include inflationary uplifts based on the Retail Price Index (RPI) or Consumer Price Index (CPI) in certain months, and the markets are experiencing pressures in areas such as labour and fuel which can affect the cost of new contracts. The year-on-year RPI increase for October 2022 is 14.2% and the CPI increase is 11.1%.

3.6.7 The 2022-23 budget allowed for non-pay inflation of 2.5%, slightly higher than the historic allowance of 2% based on the Bank of England's target rate. The refreshed MTFS proposes to increase this to 4.5%, provide 6% for 2023-24 and 4% for 2024-25, then returning to 2% for 2025-26.

3.6.8 The GLA has announced the London Living Wage (LLW) increase for 2023-24 of 8.14%, increasing from £11.05 per hour to £11.95 per hour. This followed the government's increase to the National Living Wage, and the Council is committed to fund social care homecare providers for any LLW increase as part of the Ethical Care Charter.

3.6.9 Directorates in the Council have reviewed their service areas for unavoidable growth and budget pressures that are requested to be funded in 2023-24. This has included a further review of the growth amounts that were indicatively agreed for 2023-24 and 2024-25 as part of the 2022-23 budget. The growth

requests are listed together with inflation, demography and changes to core grants in Appendix 3A. The growth amounts that were indicatively agreed for 2023-24 and 2024-25 as part of the 2022-23 budget have also been reviewed.

3.7 SAVINGS PROPOSALS

Savings Proposals – General Fund

3.7.1 The Council has previously approved savings to ensure that a balanced budget was in place for the MTFS three-year period. There are also new savings proposed in this budget for 2023-24 totalling £10m and these are listed in Appendix 4A.

3.7.2 The savings previously approved by Council total £7.181m in 2023-24. The MTFS requires the identification of further savings of c£30m for 2024-25 and the Council will need to consider its strategy for meeting the budget gap going forward as part of budget setting for 2024-25.

3.7.3 The Council is considering a rigorous approach to ensure that achievement of existing savings is monitored frequently and actions taken if any are identified as slipping or unachievable. The process will also ensure that identification of savings for future years commences as a priority. Detailed consultation and impact assessments of savings will continue to be undertaken as the proposals agreed are taken through to implementation and the services will continue to develop and consult on proposals for future years.

3.7.4 The previously approved savings include increased fees and charges income for the Council of £0.235m in 2023-24. The fees and charges report was agreed at the Cabinet meeting on 4 January 2023.

Prior year savings to be written off - £6.925m

3.7.5 Following a robust review, the following previously agreed savings are considered to be no longer deliverable and it is proposed in this budget that these are now formally written off:

- **Transformation of SEND transport commissioning ref: SAV / CHI 005 / 20-21 £0.500m.** This saving is now unachievable due to increased fuel prices and increased post-Covid demand.

- **Income Through Housing Companies ref: SAV/ RES 08 / 18-19 £0.250m.** A review of the use of the housing companies was undertaken and Seahorse Homes Limited and Mulberry Housing Society Limited were dissolved in 2022. These bodies had been established when there was a government imposed cap on Housing Revenue Account borrowing. That cap has been lifted and so these were no longer the most appropriate methods for delivering housing.

- **New Town Hall revenue savings ref: SAV / PLA 003 / 20-21 £0.225m and SAV / PLA 006 / 21-22 £1.715m.** The savings expected to be achieved through the new Town Hall are now estimated at £1.731m. The savings to be

partially written off relate to the disposal of Albert Jacob House and John Onslow House, resulting in running cost savings. A funding decision was then taken to borrow instead, and to re-let these buildings, both of which are HRA assets.

- **Property Asset Strategy ref: SAV / PLA 001 / 20-21 £0.500m and Asset Management Service ref: SAV / ALL 005 / 19-20 £0.500m.** The Asset Management Team has identified a number of opportunities across the estate to deliver the Council's Asset Strategy. The programme consists of a range of projects that focus on making the best of Council property with outcomes including community asset transfer options, development opportunities, disposals, reduced running costs and new rental streams. Delays to the delivery of this programme have resulted from Covid-19 with a slow down in the market for leasing properties and where properties are let it normally requires an incentive, such as a rent free period.

- **Contract Management Efficiencies ref: SAV / CORP 02 / 18-19 £1.950m.** The current inflationary pressures on contract negotiations and procurements have resulted in these further contract efficiencies not being achievable.

- **Local Presence / Contact Centre Review ref: ALL006/17-18 £0.454m.** These savings related to the further shift of customer access to 'digital by default' to reduce demand (and produce an administration saving) and the consolidation of high volume telephone contact into the contact centre. The cost of living crisis has increased demand and therefore this remainder of the saving is deemed unachievable.

- **Change of working hours and use of Flexible Retirement schemes ref: SAV / ALL 002 / 21-22 £0.690m.** £0.110m of the saving was achieved through agreed flexible retirement applications. The remainder of the saving is not deemed achievable based on the scheme's promotion twice across the organisation.

- **Greater Commercialisation ref: SAV / ALL 007 / 19-20 £0.141m.** There are remaining savings of £0.140m which will be delivered through increased venue hire, including in facilities management, Idea Stores, Community Hubs and at arts and parks centres and sports pitches. Improvements have been made to the venues and events website (Tower venues) and a new payment and booking system is being implemented to improve customer experience and increase bookings in future years. However other envisaged savings have been impacted by the pandemic and cost of living crisis.

Re-profiled savings to later financial year - £0.800m

3.7.6 The following previously agreed savings are considered to be no longer deliverable within the originally planned timescales and it is proposed in this budget to re-profile these to following years;

- **Human Resources - RES001/17-18 £0.700m re-profiled from 2023-24 to 2024-25.** The ability to make long-term savings in HR and Workforce

Development staffing is being reviewed, taking into account potential system and process improvements, to inform the achievability of the savings now requested to be profiled in 2024-25. This saving may need to be fully or partially written off following this review.

- **THH - Potential support service savings ref: SAV / COP 002 / 21-22 £0.100m re-profiled from 2023-24 to 2025-26**. This saving relates to support service savings from the in-sourcing of THH and is therefore proposed to be re-profiled to allow time for the consideration of potential in-sourcing.

3.8 RISKS AND OPPORTUNITIES

3.8.1 When setting the draft MTFS, Service Directors have provided their best estimate of their service costs and income based on the information currently available to them. However, there will always be factors outside of the Council's direct control which have the potential to vary the key planning assumptions that underpin those estimates.

3.8.2 There are a number of significant risks that could affect either the level of service demand (and therefore service delivery costs) or its main sources of funding. In addition, there are general economic factors, such as the level of inflation and interest rates that can impact on the net cost of services going forward.

3.8.3 Pressures in service demand are demonstrated in the Council's budget monitoring for 2022-23, especially for children's and adult social care. A Transformation Programme for Adult Social Care is in place to address existing and ongoing pressures in the budget. The medium-term financial planning process takes account of this and growth and savings are estimated over and above matters already being addressed in this programme.

3.8.4 Similarly, there are opportunities to either reduce costs or increase income which will not, yet, be fully factored into the planning assumptions. The main risks and opportunities are summarised below.

Risks

Inflation

- CPI inflation was 11.1% in October 2022 and high inflation is expected to persist throughout this financial year, driven largely by energy and goods prices. Rises in commodity prices, increases in shipping costs and supply shortages have together pushed up goods prices globally and reflected in UK import prices.
- Currently above target inflation is expected to be temporary, and CPI is expected to return to around the 2% target in the medium term. However, if these transitory factors do feed higher longer-term inflation there will be impacts on Council budgets in relation to higher costs, and potentially lower income collection as households face pressures associated with increased prices.

Covid-19 Pandemic

- Public health and wellbeing – both residents and staff

- Increase in service demand – especially mental health, social care, homelessness, unemployment and domestic abuse
- Increased levels of financial hardship, with poverty exacerbating existing inequalities
- Economic impact on Council funding
    - Potentially significant decreased business rates and council tax income levels; it will be vital for the Council to continue to receive government support for these reduced income levels
    - Decreased sales, fees and charges income

Impact of decision to leave European Union (Brexit)

- Workforce impact arising from direct or indirect employment of EU nationals.
- Supply chains are affected by changes in import and procurement legislation, and there are potential cost implications associated with currency fluctuations.
- The implications for pension funds are mixed as global investment vehicles have already priced in much of the uncertainty, but valuations on balance sheets and the cost of borrowing may lead to greater vulnerability.
- Commercial strategies may need to take into account the potential for any downturn in demand for properties in their investment portfolios which impact rental income and profitability.

Regulatory Risk

- **Business Rate Reset** – A proposed business rates reset by the Department for Levelling Up, Housing and Communities (DLUHC) means that the baseline level will be raised to the current level of business rates, and therefore Tower Hamlets will only retain extra income for growth that occurs above the new baseline expected level.
    - The target business rates amount since 2013-14 was set on cash amounts received in previous years. This created winners and losers depending on the timing of appeals. Tower Hamlets benefited from the methodology chosen, plus has benefitted from growth achieved locally since 2013-14.
    - It was always DLUHC's intention to update the target amounts. This was planned to take place in 2019-20 but has been delayed until at least 2025-26, so, in this regard, Tower Hamlets has benefitted. It is envisaged that resets will also occur periodically going forward.
    - Once the reset takes place, the growth will be redistributed based on need (within the funding formula) and Tower Hamlets will receive a share. Tower Hamlets should also receive more resources going forward, if local growth continues.

- **Review of relative needs and resources (also called the Fair Funding Review)** - The government has committed to reforming the way local authorities are funded. Its Fair Funding Review aimed to introduce

a new funding formula from April 2021, now delayed to at least 2025-26. The government has said that the Fair Funding Review will: -

- set new baseline funding allocations for local authorities;
- deliver an up-to-date assessment of the relative needs of local authorities;
- examine the relative resources available to local authorities;
- focus initially on the services currently funded through the local government finance settlement;
- be developed through close collaboration with local government to seek views on the right approach.

- It is considered likely that London authorities will be adversely affected by the changes and it is therefore sensible to plan for a variation in funding levels even after allowing for transitional arrangements.

Adult Social Care Services

The Adult Social Care budget is over-spent in 2022-23 with an underlying pressure. This is being tackled through a transformation programme designed to deliver efficiencies and savings in the medium to long-term. Some one-off partnership funding from the NHS is assisting with pressures in relation to hospital discharge in the current year and recently announced additional funding to Councils will also assist. Going forward, the medium-term financial strategy proposes to 'cap' funding for increased demographic costs at £4m in 2023-24 which is below the estimated growth needed to support pressures in this year. However, the government has announced increased funding in the Social Care Grant through which the Council is proposing in 2023-24 to transfer £4.6m into a Social Care Pressures Reserve which can help mitigate budget pressures in this area before the implementation of Adult Social Care Reforms in October 2025.

Additional specific risks include:

- **Price pressures in the social care market** – impact of workforce shortages and inflation on labour, fuel, food and clothing costs.
- **Discharge from hospital** – reduction in NHS funding for the short-term funding of care costs for residents that are discharged from hospital.
- **Long Covid** – the long term effects on the health and social care needs of residents are unclear and may increase demand for community and residential based services.
- **National implementation of a care cap on client contributions** – reduction in income and an increase in administration costs (updating the calculations of contribution levels and monitoring of contributions paid against the cap which will also include self-funders).

General Economic Factors

- Economic growth slowing down or disappearing
- Reductions in grant and third party funding

- Reductions in the level of income generated through fees and charges
- A general reduction in debt recovery levels
- Increase in fraud

Increases in Service Demand

- Adult Social Care – increased complexity of needs resulting in larger, more costly packages of care in the home and care home placements
- Children's Social Care including an increase in the number of looked after children, unaccompanied asylum seekers or those with no recourse to public funds
- Housing (including homelessness and temporary accommodation)
- General demographic trends (including a rising and ageing population)
- Impact of changes to Welfare Benefits

Efficiencies and Savings Programme

- Non-delivery of savings remains a key risk to the Council and will continue to be monitored during the current and next financial year
- Slippage in the expected delivery of the savings programme

Opportunities

- Growth in local taxbase for both housing and businesses
- Service transformation and redesign including digital services
- Invest to save approach (including capital improvements) to reduce revenue costs
- Income generation opportunities including through a more commercial approach

3.9 RESERVES

3.9.1 Reserves are an important part of the Council's financial strategy and are held to create long-term budgetary stability. They enable the Council to mitigate future risks, such as increased demand and costs; to help absorb the costs of future liabilities; and to enable the Council to resource policy developments and initiatives without a disruptive impact on rates of Council Tax. The recommended movement in reserves, either contributing to or drawing down from, is set out in this section of the report from paragraph 3.9.8.

3.9.2 The Council's key sources of funding face an uncertain future and the Council, therefore, holds earmarked reserves and a working balance in order to mitigate future financial risks. There are two main types of reserves:

- Earmarked Reserves – held for identified purposes and are used to maintain a resource in order to provide for expenditure in a future year/s.
- General Reserves – these are held for 'unforeseen' events.

3.9.3 The Council maintains reserves for its General Fund activities, in respect of its Housing Revenue Account (HRA) and for Schools. Capital reserves are also held to support funding of the Council's capital investment strategy.

3.9.4 The amount of reserves held is a matter of judgment which takes into account the reasons why reserves are maintained and the Council's potential financial exposure to risks. The Council's current Reserves Policy is included in Appendix 5. Reserves are one-off funds and, therefore, the Council should always aim to avoid using reserves to meet on-going financial commitments other than as part of a sustainable budget plan. In the current unprecedented challenging environment, it is even more important to ensure reserves are maintained and not on a continuing declining trajectory. The level of General Revenue balance is maintained at the level agreed in the Financial Regulations of the Council, currently £20m.

3.9.5 Reserves are therefore held for the following purposes:

- Providing a working balance i.e. Housing Revenue Account and General Fund.
- Smoothing the impact of uneven expenditure profiles between years e.g. collection fund surpluses or deficits, local elections, structural building maintenance and carrying forward expenditure between years.
- Holding funds for future spending plans e.g. capital expenditure plans and for the renewal of operational assets e.g. information technology renewal.
- Meeting future costs and liabilities where an accounting 'provision' cannot be justified.
- Meeting future costs and liabilities so as to cushion the effect on services e.g. the Insurance Reserve for self-funded liabilities arising from insurance claims.
- To provide resilience against future risks.
- To create policy capacity in a context of forecast declining future external resources.
- The use of some reserves is limited by regulation e.g. reserves established through the Housing Revenue Account can only be applied within that account and the Car Parking reserve can only be used to fund specific transport related expenditure. Schools reserves are also ring-fenced for their use.

3.9.6 An overview of reserves is presented below (subject to completion of outturn and audit completion of the statement of accounts).

Reserves Summary	Forecast 31/03/23 £m
General Fund Reserve	**20.7**
Earmarked Reserves with Restrictions on use	74.6
Earmarked Reserves without Restrictions	85.7
Total Forecast General Fund Earmarked Revenue Reserves	**160.3**
Other Reserves	
Housing Revenue Account	49.2
Dedicated Schools Grant Surplus / (Deficit)	(14.1)

Reserves restricted by law to finance Capital Expenditure	
Capital Grants Unapplied	162.7
Capital Receipts Reserve	124.5
Overall Reserves Total	**503.3**

3.9.7 Please refer to Appendix 6 for the detailed projected movement in reserves over the period 2022-26.

3.9.8 The proposed Corporate reserve movements for 2022-23 and 2023-24 are presented below.

Proposed Corporate reserve movements 2022-23:

Description	Transfer from Reserves £m	Transfer to Reserves £m
Contribution to fund Collection Fund deficit costs (from Collection Fund Smoothing Reserve)	10.0	
Contribution to fund Primary Schools Free School Meals costs (from Free School Meals Reserve)	1.0	
Mayor's Priority Investment Reserve (increase from £5m to £50m)		45.0
Transfer from NHB Reserve to Mayor's Priority Investment Reserve	44.2	
Transfer from Risk Reserve to Mayor's Priority Investment Reserve	0.8	
Contribution to fund Mayoral Priorities costs (from the Mayor's Priority Investment Reserve)	2.3	
Risk Reserve (transfers from Collection Fund Smoothing Reserve and FSM Reserve)		14.0
Transfer from Collection Fund Smoothing Reserve (to Risk Reserve)	13.0	
Transfer from Free School Meals Reserve (to Risk Reserve)	1.0	

Proposed Corporate reserve movements 2023-24:

Description	Transfer from Reserves £m	Transfer to Reserves £m
Contribution to fund MTFS (from the Mayor's Priority Investment Reserve)	22.3	
Social Care Pressures Reserve (from the Mayor's Priority Investment Reserve)		4.6
Transfer from Mayor's Priority Investment Reserve (to create Social Care Pressures Reserve)	4.6	
Contribution to fund Collection Fund deficit costs (from Collection Fund Smoothing Reserve)	8.0	

Contribution to fund Primary School Free School Meals costs (from Free School Meals reserve)	2.0	

3.10 SCHOOLS' FUNDING

3.10.1 The largest single grant received by the Council is the Dedicated Schools Grant (DSG), which is ring-fenced to fund school budgets and services that directly support the education of pupils. The Local Authority receives its DSG allocation gross (including allocations relating to academies and post 16 high needs provision), and then the Education & Skills Funding Agency (ESFA) recoups the actual budget for Academies to pay them directly, based on the same formula as the funding allocations made to Tower Hamlets maintained schools. This leaves a net LA cash budget.

3.10.2 The DSG is allocated through four blocks: The Schools Block, Central School Services Block, High Needs Block and Early Years Block. All elements of the DSG are calculated based on a national funding formula, however these are calculated using historic funding as a baseline.

3.10.3 Whilst the Schools Block allocation for 2023-24 is based on allocating a school level budget calculation, the method of distribution to schools is still through a local formula methodology.

3.10.4 In December 2022 the ESFA published allocations for 2023-24 for the Schools Block, Central Services Block, High Needs Block and the Early Years Block. The Schools Block and Central School Services Block are final allocations, whilst the High Needs Block and the Early Years Block will be subject to further change in relation to place and pupil numbers.

3.10.5 The majority of the Early Years Block is based on pupil take up on a revised hourly rate of £8.33 per hour for 3 and 4 year olds and £7.48 per hour for 2 year olds. Tower Hamlets rate had been frozen for 3 and 4 year olds for the last four years, and this year is an increase of 27p per hour or 3.3%. The 2 year old rate increased from £6.87 per hour or 8.9%. A third element of the Early Years Block funding is an hourly supplement for maintained Nursery Schools which has increased by a significant amount from £1.84 per hour to £3.80 an hour, which represents an increase of over 100%.

3.10.6 Additional funding for Pupil growth in the Schools Block for 2023-24 has been allocated at £837k (2022-23 £1,796k). Growth is calculated using growing pupil numbers in Middle Super Output Areas (typically 3 to 4 schools) between October 2021 and October 2022 ignoring reductions in other areas. This methodology benefits Tower Hamlets with the movement in demand across the borough meaning that although net numbers have actually reduced by 277 pupils in Primary and 40 pupils in Secondary, funding is allocated for those planning areas that are seeing pupil growth.

3.10.7 The Main element of the Schools block of the DSG has been calculated by building in the previously separately paid schools supplementary grant and a 0.5% per pupil increase from 2022-23. As Pupil numbers have reduced as

well as overall growth funding allocations within the formula the Schools block cash allocation decreases by 0.8% in 2023-24.

3.10.8 The High Needs Block is funding to support costs of pupils with additional education needs, across mainstream and special schools as well as the associated support costs. The allocation of the high needs block for 2023-24 has increased by building in the previously separately paid supplementary grant and a 5% increase (gross 10.1%). There continues to be an accrued deficit that will be bought forward and can, in line with government guidance, be bought back into balance over a number of future financial years.

3.10.9 Significant work continues to take place to identify efficiencies in high needs provision, including remodelling of central services, review of top ups paid to individual schools as well as building local capacity to prevent expensive placements outside of LBTH. Tower Hamlets has been identified as being eligible for support from the Department of Education, delivering better value (DBV) programme which is expected to start in September 2023.

3.10.10 The Central Schools Services Block (CSSB) was introduced in 2018-19 to fund LAs for their statutory duties relating to maintained schools and academies. The CSSB brings together funding previously allocated through the retained duties element of the Education Services Grant (ESG) funding for ongoing central functions e.g. admissions and funding for historic commitments including items previously agreed locally such as contributions to central Education budgets.

3.10.11 As part of the national funding formula the DfE are reducing the allocation within the CSSB of historic commitments and therefore the CSSB for Tower Hamlets has been decreased by £354k in relation to historic commitment for 2023-24.

3.10.12 In addition to the Central Schools Services Block, maintained schools can, through the Schools Forum, agree to de-delegate some of their Schools Block resources for certain specific services that schools would benefit from the economies of being managed centrally. Schools can also make contributions to support the former Education Services Grant (ESG) general duties which was removed as a separate grant in 2017. This contribution supports costs the Council is obliged to carry out as statutory duties for maintained schools, for example in relation to financial regulation, asset management, internal audit, HR and the provision of information to government departments and agencies. Schools Forum will be asked at the School Forum of 18th January 2023 to increase these contributions and de-delegations by 0.5% to match the increase in the schools funding.

3.10.13 The following table sets out the initial DSG allocation over the funding blocks for 2023-24. Please note that the 2023-24 allocations will finalised in July 2023.

Dedicated Schools Grant – 2023-24 and Final 2022-23

Block Gross	2023-24 £m	2022-23 Final £m	Change £m
Schools Block	295,265	297,615*	(2,350)
CSSB	3,157	3,511	(354)
High Needs Block	82,244	74,667	7,577
Early Years Block	30.161	28,600	1,561
Total	**410,827**	**404,393**	**6,434**

** Includes the previously separately funded supplementary grant*

3.10.14 In addition, the Council receives, and passports fully to schools, funding for the pupil premium (£22m in 2022-23) and sixth form funding (circa £13m) 2022-23). Final allocations for the pupil premium will be confirmed in July 2022, Sixth form funding in March 2022. In addition to the main School Funding Formula there is an allocation of a supplementary grant to the DSG which will be paid to Schools through a separate Formula, the total amount of this grant is £9.4m for all Tower Hamlets Schools. An estimated allocation for a two form primary school at 95% capacity with 40% free school meal eligibility would be £82k.

Tower Hamlets' Funding Formulae

3.10.15 The agreement on the local Schools Funding Formula and Early Years Funding Formula is a decision for the Council following consultation with the Schools Forum. Schools Forum have agreed in principle to mirror the national funding formula which was confirmed in the November Forum meeting, and is line with the direction of travel stated by government. Schools Forum in January will consider the following:

- That the National Schools Funding Formula (NSFF) adopted by Tower Hamlets originally in 2019-20 continues for 2023-24.
- That the Minimum Funding Guarantee (the mechanism that guarantees schools a minimum uplift in per-pupil funding) has been set at close to 0.5%, the maximum allowed, as affordable.
- That the structure of the Early Years Funding Formula is maintained whilst allowing for amended rates reflecting the increases for 2023-24.

3.11 HOUSING REVENUE ACCOUNT (HRA)

3.11.1 The Housing Revenue Account (HRA) was introduced as part of the Local Government & Housing Act 1989. It is a ringfenced account that contains the income and expenditure relating to the activities of the Council as landlord of its dwelling stock.

3.11.2 Being a ringfenced account means that any surplus or deficit on the HRA cannot be transferred to the General Fund and must remain within the HRA. The HRA cannot subsidise or be subsidised by the General Fund and must remain in balance.

3.11.3 Prior to April 2012 the provision of Local Authority Housing was managed through a subsidy system with rents being collected at a local level, pooled and redistributed back to Local Authorities based on a formulaic calculation.

3.11.4 From April 2012, the Localism Act abolished the subsidy grant and replaced it with self-financing, under which local authorities took a one-off share of the national housing debt in return for retaining all rental income collected. Therefore, the HRA retains all benefits associated with its property portfolio but also incurs the risk and costs associated with them.

3.11.5 These freedoms were introduced with strings attached in the form of a debt cap. This was set by the Government individually for each Authority and represented the maximum level of borrowing allowed to fund investment in any new build programme or investment in the existing stock. In Tower Hamlets the debt cap was set at £184m.

3.11.6 In October 2018 the Government abolished the debt cap as it was felt to have been set artificially low and was restricting Local Authorities in their new homes programme and was contributing to the shortage of available housing. As a result, the HRA is now able to borrow at higher levels than the debt cap and monitors the affordability of its current and planned future borrowing through parameters set within the HRA business plan.

3.11.7 The HRA business plan is a requirement of self-financing and is a 30-year plan that models both revenue and capital income and expenditure and assesses the affordability of current and future plans and their impact on HRA reserve balances. The HRA business plan is updated annually as part of the budget setting process to ensure activities within the HRA are affordable.

HRA Income

2023-24 Rent Increase

3.11.8 Section 23 of the Welfare Reform and Work Act forced local authorities to implement a rent reduction of 1% for four years starting in 2016-17. The last year to which the rent reduction applied was 2019-20.

3.11.9 In September 2018 the government published a consultation entitled “Rents for social housing from 2020-21” in which it set out its proposals for social rent policy from 2020-21. The proposals are that the Regulator of Social Housing’s rent standard will, from 2020-21, apply to local authorities. This will mean that, in common with other Registered Providers (RPs), local authorities will be permitted to increase their rents by a maximum of CPI + 1% for at least five years.

3.11.10 Any rent increase is based on the September CPI figure, and therefore the maximum rent increase would be this CPI figure + a further 1%. The financial year 2023-24 represents the fourth year of this commitment and the Government has yet to announce its rent policy beyond 2024-25.

3.11.11 However, faced with an unprecedented rise in inflation and the exceptional cost of living pressures on households, the Government is now proposing to restrict the 2023-24 social housing rent increase and consulted on alternative arrangements. The consultation was issued on 31st August and ran for six weeks, closing on 12th October 2022.

3.11.12 Under the consultation proposals social landlords would be permitted to increase rents by up to CPI+1% or by 5%, whichever is the lower, effectively placing a 5% ceiling on increases next year.

3.11.13 The consultation also invited views on alternative ceiling options (such as 3% and 7%) and whether restrictions should be extended beyond next year to cover the 2024-25 increase as well. The Government were also keen to understand what councils would opt to do in terms of rent increases if this ceiling was not to be imposed.

3.11.14 The intention is for the proposed rent increase ceiling to only apply to existing tenants, it will not apply on new properties and relets where the formula rent and full CPI plus 1% rent increase can be applied if Tower Hamlets chooses to do so. The consultation also states that these arrangements will apply across the board, it is not proposed to make exceptions for certain less financially resilient categories of social housing. Where individual landlords face viability issues, it may under certain circumstances be possible to agree a waiver with the Regulator of Social Housing.

3.11.15 DLUHC has published an impact assessment alongside the consultation which estimates the loss of rental income for councils nationally at £3.4billion in the 5-year period between 2023 and 2028.

3.11.16 In its Autumn Statement on the 17th November 2022 the Government announced the rent cap would be set at a maximum of 7%. Local Authorities therefore have the freedom to set any rent increase for 2023/24 up to this level.

3.11.17 The government intends to consult separately next year on social housing rent policy from 2025 onwards. To inform this, DLUHC will launch a call for evidence on whether social landlords should be permitted, gradually over time, to bring rents back up to the level they would have been had 7% cap not been applied. Other factors including affordability for tenants and welfare expenditure will also be taken into account.

3.11.18 Within the formula rent calculation there is the ability to charge more on the base rent levels for specific reasons, for example, a new build council house. The Council can charge up to CPI +1% on these properties and a decision will need to be made whether to apply this flexibility or whether to retain new build rental levels in line with those of the existing stock. It is currently

recommended through this report to apply this CPI +1% increase on new build properties.

3.11.19 It is proposed that housing rents for existing tenanted properties and shared-ownership properties are increased by 7% for 2023-24. The table below shows the new weekly rental charges for 2023-24.

Bedroom Numbers	2022-23 Average Weekly Rent £	7% Increase	2023-24 Average Weekly Rent £
0 Bed	89.60	6.27	95.87
1 Bed	103.64	7.25	110.89
2 Bed	117.07	8.19	125.26
3 Bed	131.83	9.23	141.06
4 Bed	149.72	10.48	160.20
5 Bed	163.18	11.42	174.60
6 Bed	166.62	11.66	178.28
7 Bed	178.45	12.49	190.94
Weighted Average	116.72	8.17	124.89

2023-24 Increase in Tenanted Service Charges

3.11.20 LBTH budget to recover the cost it incurs on providing services to tenants through the service charge made to them. Historically these charges have been subject to an inflationary increase, with the assumption being that the cost of providing the services will incur an annual inflationary uplift, in line with the September CPI figure.

3.11.21 Unlike rents, the Government has not restricted Councils when considering increases to service charges, this remains a local decision and Members are required to approve the service charges for 2023/24.

3.11.22 The charge levied on tenants reflects the cost of providing the chargeable services to them. If service charges are not increased to reflect costs incurred, then the HRA will be subsidising these services and in effect tenants that do not receive these services will be meeting the cost through their rent payments.

3.11.23 The table below details the current service charges and the impact of the proposed weekly charges for 2023-24 to enable the HRA to recover its costs from tenants. These charges were considered at MAB SRP on 30th November 2022

Service Charge	2022-23 Average Weekly Charge	2023-24 Average Weekly Charge	£ Weekly Increase (22-23 to 23-24)
Block Cleaning	5.88	6.53	0.65
Estate Cleaning	2.58	2.88	0.30
Concierge	10.28	11.42	1.14
Horticulture	0.84	0.93	0.09

Service Charge	2022-23 Average Weekly Charge	2023-24 Average Weekly Charge	£ Weekly Increase (22-23 to 23-24)
ASB	1.24	1.35	0.11
Boiler Fuel	14.72	28.93*	14.21
Communal Energy	1.37	3.35	1.98

* Gas and Electricity charges are currently extremely volatile and therefore subject to change. The charges above will be continually reviewed and liable to change as a result of market conditions.

Leasehold Service Charges

3.11.24 Leaseholders are required to pay their share of the landlord's cost of maintaining and repairing the structure and common parts of their property, block and estate, as well as the management costs. There is also an annual charge for building insurance and ground rent.

3.11.25 The calculation of the service charge is detailed within the lease agreement. Service charges vary depending on the services provided within each block. To ensure leaseholders only pay a fair share of the actual cost, individual contributions for most services are based on the gross rateable value (GRV) of each property. The GRV takes into account the size and value of the property.

3.11.26 Annual service charges are invoiced on an estimated basis in advance of the year ahead. At the end of March Leaseholders are invoiced for what Tower Hamlets Homes estimate it will cost to provide services from April to the following March. When the actual cost of providing services is known, the service charge account is adjusted to reflect the actual cost, resulting in a credit or debit being applied to each account.

Non-Residential HRA Assets

3.11.27 The HRA owns non-residential assets including car parking spaces, garages and sheds which are rented to tenants and leaseholders. As with service charges, the Government has not placed any restrictions on Council's when setting the charges for next year. It is normal practice in LBTH to inflate these charges by CPI each year to cover the cost of managing and maintaining them.

3.11.28 It is therefore proposed that charges for non-residential assets are increased by CPI (10.1%) in 2023/24.

Commercial Properties

3.11.29 The HRA also owns commercial properties in the form of shops. New leases are agreed at market levels and provision is made within the lease agreement for rent reviews on a five-year cycle and the rent charged is adjusted accordingly. In the majority of leases, these are upwards only rent reviews which means the rents cannot fall as a result of review.

HRA Expenditure

Repairs and Maintenance

3.11.30 The 2023-24 repairs and maintenance budget includes a growth item of £422k for additional resource to contract manage four re-procured contracts. Previously there was one large contract but splitting it into four smaller contracts will result in a better service to tenants and reduced risk of disrepair claims against the Council. It is assumed that this growth will be mitigated within the HRA budgets and not result in an increase to the bottom-line budget provision. The 2023-24 repairs and maintenance budget has received a further 8% inflationary increase to meet the rising costs of labour and material resulting from Brexit, the pandemic and the current cost of living pressures.

3.11.31 Growth of £0.858m has been approved for 2023-24 to meet the cost of undertaking outstanding building safety cases, full building plans, external wall systems surveys and type 4 fire risk assessments in 77 blocks over 18m tall for the Council to be compliant with the Building Safety Act

Energy

3.11.32 The 2021-22 energy budget was held at the same level as the previous year with no inflation applied following a new energy contract being procured. However, wholesale gas and power markets have been extremely volatile since December 2020, with prices hitting a new decade high. As a result, the budget for 2022-23 was increased by £2.2m to reflect the impact of this volatility on costs within the HRA.

3.11.33 Tower Hamlets exposure to these price increases was partially mitigated through the pre-emptive step to hedge most of the energy required. However, the continued volatility in the energy market and rising costs has exposed the Council to further significant increases in cost. In 2023-24 the HRA is forecasting a further increase of 79% for gas and 58% for electricity. As a result, further cost increases totalling £2.3m are being forecast and will need to be included in budgetary provision for energy. The HRA can recover energy costs through leaseholder and tenant service charges but as service charges are calculated on the previous year's actual costs there will be a delay in recovering these costs which will impact on the cash flow within the HRA.

3.11.34 The Government has recently announced a six-month cap on energy prices for businesses, including Local Authorities commencing in March 2023. This cap sets a maximum unit charge for energy. The impact of the cap is currently being investigated by our agent, but early indicators suggest that as LBTH renegotiated its contracts just before its announcement, current unit costs are below the cap threshold, and it will therefore not reduce costs for 2023-24.

3.11.35 At present it is unclear whether the cap will be extended beyond August 2023. If the cap is extended, then LBTH could benefit from it should its unit costs increase further when the current contracts expire.

Management Fee

3.11.36 The Management Fee represents the largest single expenditure element of the HRA budget. In March 2022, Council approved the 2022-23 Management Fee payable to THH for services provided to the Council at £33.595m. This has increased by £1.480m to £35.076m following the agreement of the 2022-23 NJC national pay award.

3.11.37 The table below shows the calculation of the 2023-24 Management Fee payable to THH.

Proposed THH 2023-24 Management Fee	
Description	**£**
Management Fee 2022-23	33,595,805
2022-23 Pay Award	1,480,000
Total 2022-23 Management Fee	**35,075,805**
Savings Non-Pay	(122,952)
Savings Salaries	(177,741)
Salary Growth (Response Team)	52,623
Service Growth	32,085
Loss of Income (Other Income)	100,000
Net THH Savings	**(115,986)**
Transfer from Delegated	
Salary Growth - Repairs	428,190
PFI Officer and Compliance Officers	142,286
	570,476
Proposed 2023-24 Management Fee	**35,530,295**

3.11.38 The management fee will be reviewed during 2023-24 in partnership with THH with a view to reducing in year expenditure where possible and finding further efficiencies.

3.11.39 The 2023-24 management fee does not include an inflationary increase in relation to the 2023-24 NJC pay award which is still to be agreed nationally. Salary costs represent approximately £20m of the management fee and any formally agreed increase will need to be reflected in the revised management fee.

3.11.40 Budgets totalling £0.571m are being transferred from the HRA budget allocations delegated to THH to manage on behalf of the Council to THH themselves. This results in an increase in the management fee which is offset by a saving within the HRA delegated budgets, resulting in a net nil impact on the HRA position. These budgets relate to the repairs team who are required to manage six new contracts. In order to facilitate this, a restructure has been undertaken to expand the team within THH and is being paid for from procurement savings elsewhere within the repairs contracts. Three further

posts that are currently funded by the HRA are being transferred to THH (PFI and Compliance officers) to reflect how the services are now provided.

HRA Budget Savings – Management Fee

3.11.41 At its meeting on 26th July 2016, the Mayor in Cabinet agreed a HRA medium-term savings target of £6m. The budget for 2021-22 represented the final £1m tranche of this saving.

3.11.42 Following the delivery of £6m of savings over the previous five years, THH indicated that it was difficult to deliver significant savings in 2023-24 without cutting services. Therefore, no formal saving target was agreed for 2023-24 with THH looking to tease out savings through its budget setting process. Larger savings will be deliverable in following years once THH move to the New Town Hall and can take advantage of the synergies that this will bring. If the Council takes the decision to in-source its ALMO then it is anticipated that this will also provide further savings opportunities.

3.11.43 As part of its budget setting process, THH identified £0.301m of savings that are deliverable against the management fee in 2023-24. Staff savings of £0.178m have been identified from re-organisations in the Regulatory Assurance, ICT and Health & Safety teams. The remaining £0.123m relates to non-staffing budgets following service reviews, new ways of working following on from the pandemic and in preparation to moving to the new Town Hall.

HRA Growth – Management Fee

3.11.44 THH has identified a number of growth items impacting on the Management Fee totalling £0.185m. This growth relates to a permanent loss of income previously received from agencies and furlough claims, with these arrangements having ceased, growth in the voids budgets due high level of repairs, disrepair cases and an increase in single home fires requiring more residents being moved into long term accommodation, providing furniture and fixtures and growth within the response team to meet service demand.

HRA Growth – Delegated Budgets

3.11.45 At MAB SRP on 3rd November the Mayor approved a number of one-off growth items within the HRA. This growth totals £1.187m ad is for 2023-24 only.

Growth - Future Provision of Housing Management and Maintenance

3.11.46 It is a manifesto pledge to consult tenants and leaseholders on the future delivery of it housing management and maintenance service. These are currently provided through an ALMO and the consultation relates to continuing with this arrangement or in-sourcing the ALMO, with these services to be provided directly by the Council. The consultation will close during December 2022. If a decision is taken to in-source then significant work will need to be undertaken both within the Council and the ALMO to ensure the smooth

transition of services. As a result, growth has been approved, totalling £0.213m to provide additional resource should the decision be to in-source. The growth will fund a Programme Lead, Senior Strategy and Policy Officer and Business Support Officer for a fifteen month period with the work being completed by April 2024.

Growth – Minimum Energy Efficiency Standards

3.11.47 As part of the national target for the UK to be net zero by 2050, the Government has set a target of raising the minimum energy efficiency standard in rented non-domestic buildings to EPC rating B by 2030. As intermediate targets over the next three years, the Government has set the following.

- From 1st April 2023 it will be unlawful for landlords to continue to let non-domestic buildings in the scope of the Minimum Energy Efficiency Standards (MEES) regulations with an Energy Performance Certificate (EPC) rating of 'F' or
- 1st April 2025. All non-domestic rented buildings in the scope of the MEES regulations must have a valid EPC.

3.11.48 The MEES regulations were introduced in 2015 to target the least energy efficient buildings. Since April 2018, landlords of qualifying non-domestic property have needed to ensure that their properties comply, and new leases on properties with an EPC rating lower than an 'E' cannot be granted. The 2023 regulation changes will apply to all existing non-domestic leases, and it will be unlawful for landlords to continue to let (although not sell) commercial property with an EPC rating of 'F' or 'G'.

3.11.49 A Government 2021 consultation paper contains the 2025 date, along with a further date of April 2027 by when all rented non-domestic buildings must meet a minimum EPC rating of C. Whilst the energy usage in these properties is managed by third-party tenants, the improvements in energy efficiency are in line with the council's commitment to become a net zero carbon borough by 2045 or sooner.

3.11.50 The council has 407 property leases of 99 years or less, which are in scope of the MEES regulations. Of these 102 have EPCs, and 305 do not. EPCs are generally only obtained when a property is being marketed, when it is a legal requirement. EPCs only last for 10 years, and the Council also had a number which have now expired, which are included within the 305.

3.11.51 To meet the 2025 target, EPCs will need to be obtained for the 305 properties. The cost of an EPC is related to the floor area of the property involved. EPCs are produced by accredited energy assessors and the council buys in the service from suppliers.

3.11.52 The Mayor has approved one-year of growth totalling £0.116m to fund this work

Growth – Compliance with the Building Safety Act

3.11.53 There are 77 buildings within the scope of the building safety act for which building safety cases, full building plans, external wall systems surveys and type 4 fire risk assessments are outstanding and required for the Council to be compliant with the Building Safety Act (para. 3.12.82-3.11.94). The Mayor has approved ongoing funding of £0.858m for this work.

3.11.54 Further funding of £0.350m was requested for 2024-25 to complete external walls system inspections, type 4 fire risk assessments and means of escape fire safety inspections on properties below 18m as part of the requirements of the Fire Safety Act. This request for growth was not approved but will be re-considered as part of the 2024-25 budget setting process.

Growth Previously Approved

3.11.55 A number of growth bids were approved as part of the 202-223 budget setting process that impact on the 2023-24 HRA budget. These include an additional £0.248m in 2023-24 towards meeting the Council's obligations towards the Building Safety Act. Budget growth in 2022-23 for External Wall Surveys totalling £0.353m will continue in 2023-24 before being removed in 2024-25. A further budget increase of £0.099m was approved in 2022-23 to complete asbestos surveys, fire risk assessments, stock conditions surveys and water risk assessments. A significant amount of this work has now been completed and as a result the budget will be reduced by £0.070m in 2023-24, with the remaining £0.029m being removed in 2024-25.

Update on Government Policies Affecting the HRA

3.11.56 There have been a number of recent government consultations and announcements and these are outlined below.

Social Housing Regulation Bill

3.11.57 In November 2020 the Government issued its social housing white paper - The charter for social housing residents, with a focus on tenant safety, consumer protection and redress. The Regulator of Social Housing (RSH) has been tasked with setting up a new consumer regulatory function which will proactively monitor and ensure compliance with updated consumer standards

3.11.58 The removal of the 'serious detriment' test along with the introduction of both routine and reactive inspections for all landlords with more than 1,000 homes signals a new approach to consumer regulation with implications for the way councils manage the ALMO relationship and gain assurance, providing the regulator with greater oversight of the performance of the local authority landlord function', emphasising that where management has been contracted out to an ALMO or TMO, it is the local authority as landlord that is responsible for meeting the regulatory standards.

3.11.59 This brings a renewed focus on the client role and how the local authority gains assurance. Councils will need to demonstrate to the regulator how they

know the ALMO is performing and ensure there are robust measures in place to ensure compliance with the consumer standards and a shift towards more contractual compliance and councils should review their contracts to ensure they do not hinder the RSH in the exercise of its powers.

3.11.60 Landlords will also be required to specify a named 'responsible person for Consumer Standards' and a named 'responsible person for health and safety'. These roles will remain with the Council and cannot be delegated to the ALMO.

3.11.61 Following the publication of the Social Housing White Paper and widespread consultation with the sector, the Regulator for Social Housing published a draft set of Tenant Satisfaction Measures (TSMs). These were subject to formal consultation which ended on 3rd March 2022. The Regulator's response to that consultation was published on 21st September 2022.

3.11.62 The Regulator also confirmed that the TSMs will come into force in April 2023 and clarified that for ALMOs the council as the stock owner is responsible for submitting the results. Results for 2023-24 must be submitted in summer 2024 to be published by the Regulator in the autumn.

3.11.63 There are to be 22 tenant satisfaction measures covering five main themes: repairs, building safety, effective complaint-handling, respectful and helpful tenant engagement, and responsible neighbourhood management. The TSM regime begins in April 2023 with reporting required from summer 2024

3.11.64 Work has been underway within THH and the Council for some time on raising awareness of the requirements of the TSMs. Within THH this has been at Board level, Committees, Management Teams and the wider staff group.

3.11.65 In addition, work has taken place with the Residents' Panel and at TRA Roadshows to foreshadow the new requirements. THH is drafting a new section for its website explaining what the measures are and their purpose. Results will be reported there in due course.

3.11.66 Work is also underway with the Council to ensure:

- the measures are based on the right stock types
- a common understanding of the measures and the technical requirements

Input from the Council is also taking place to ensure the tenants in temporary accommodation are included in the survey population as per the guidance.

Housing Standards

3.11.67 The coroner's verdict on the tragic death of Awaab Ishak in December 2020 was that his death was the result of a respiratory condition caused by prolonged exposure to mould in his parents Rochdale flat. The flat is owned by Rochdale Boroughwide Housing.

3.11.68 The coroner's report has prompted the Secretary of State Michael Gove to seek wider assurances from local authorities and social landlords that risks relating to mould and damp in tenanted homes are being addressed.

3.11.69 On 19th November 2022 Michael Gove wrote to all social housing providers reminding them that they must meet the Decent Homes Standard and be aware of, and carry out rapid remedial works to, any properties that do not meet this standard. Landlords are expected to know the extent of damp and mould issues in their stock and be addressing them.

3.11.70 A follow up letter from the Regulator of Social Housing is seeking specific assurances that all providers have a clear understanding of the nature and extent of damp and mould issues in their homes with detailed survey information confirming the position to be submitted to the Regulator by 19th December 2022. Where properties do not meet the relevant standards there should be immediate self-referral to the Regulator

3.11.71 A further letter to all Local Authority Chief Executives and Council Leaders references local authority duties towards tenants in the private rented sector as set out in the Housing Act 2004. The Secretary of State has issued a direction that Local Authorities urgently review and report back on categories 1 and 2 damp and mould hazards affecting privately rented properties in their areas. In addition, authorities are required to supply data on enforcement action and prosecutions in the past three years.

3.11.72 On 24th November 2022 the Secretary of State issued a press notice further reinforcing the Government's determination to hold landlords to account for the condition of their homes. This included the following measures:

- Rochdale Boroughwide Housing, the landlord in the Awaab Ishak case, will not receive allocated Affordable Homes Programme (AHP) funding until the Regulator of Social Housing has completed its investigation and the landlord can prove it is a 'responsible' landlord

- The Secretary of State will also block any housing provider that breaches the Regulator's consumer standards from receiving new AHP funding and will consider stripping providers of existing AHP funding, unless construction has already started on site

- A Government funding package totalling £14m was announced for 7 areas with high levels of poor quality private rented homes to test out new approaches to driving up standards in the private rented sector.

Minimum Energy Efficiency Standard

3.11.73 The Domestic Minimum Energy Efficiency Standard (MEES) Regulations were first introduced in 2018 and form part of the national target for the UK to be net zero by 2050. It sets out a minimum energy efficiency level for domestic private rented properties, with the Government setting a target of raising the

minimum energy efficiency standard in rented non-domestic buildings to EPC rating B by 2030

3.11.74 The Regulations apply to all domestic private rented properties that are:

- Let on specific types of tenancy
- Legally required to have an Energy Performance Certificate (EPC)

3.11.75 The MEES regulations were introduced in 2015 to target the least energy efficient buildings. Since April 2018, landlords of qualifying non-domestic property have needed to ensure that their properties comply, and new leases on properties with an EPC rating lower than an 'E' cannot be granted. The 2023 regulation changes will apply to all existing non-domestic leases, and it will be unlawful for landlords to continue to let (although not sell) commercial property with an EPC rating of 'F' or 'G'.

3.11.76 A Government 2021 consultation paper contains the 2025 date, along with a further date of April 2027 by when all rented non-domestic buildings must meet a minimum EPC rating of C.

3.11.77 There are exemptions that can be applied for. The main exemption is in the form of a financial cap, where properties can be exempt if the works to improve the EPC rating to E or above exceeds £3,500 (including VAT). In such cases works up to this value must be completed and then register an exemption. In such cases the property can be let once approved and recorded on the Properties Exemption Register.

3.11.78 The MEES regulations are enforced by Local Authorities who have a range of powers to check and ensure compliance. The Regulations mean that, since 1 April 2018, private landlords may not let domestic properties on new tenancies to new or existing tenants if the Energy Efficiency Certificate (EPC) rating is F or G (unless an exemption applies).

3.11.79 From 1 April 2020 the prohibition on letting F and G properties extended to all relevant properties, even where there has been no change in tenancy. If a local authority believes a landlord has failed to fulfil their obligations under the MEES Regulations, they can serve the landlord with a compliance notice. If a breach is confirmed, the landlord may receive a financial penalty.

White Paper – A Fairer Private Rented Sector

3.11.80 On 16th June 2022 DLUHC published a White Paper setting out government policy for the private rented sector (PRS) as part of the wider levelling up agenda. This includes plans for a Renters Reform Bill which will include the following:

- Abolition of Section 21 'no-fault' evictions and introduction of a simpler tenancy structure
- Application of the Decent Homes Standard to the PRS for the first time
- Introduction of a new Property Portal to help landlords understand their obligations

- Introduction of a housing ombudsman covering all PRS landlords

3.11.81 The White Paper sets out a 12-point action plan which includes measures to strengthen local council's enforcement powers as well as proposals to make it illegal for landlords to have blanket bans on renting to families with children or those in receipt of benefits

3.11.82 There will be major reform of tenancy law as all tenants are to be moved onto a system of periodic tenancies, meaning that a tenancy will only end if a tenant ends it or a landlord has a valid reason for obtaining possession, defined in law. There will be a doubling of notice periods for rent increases and tenants will have stronger powers to challenge these

3.11.83 It will also be easier for tenants to have pets, a right which the landlord must consider and cannot unreasonably refuse.

Building Safety Act

3.11.84 The government has brought forward fundamental changes in the Building Safety Bill that will improve building and fire safety, so that people will be, and will feel, safer in their homes following the Grenfell Tower fire.

3.11.85 Dame Judith Hackitt carried out an independent review of building regulations and fire safety to understand the causes of the fire. The review concluded that the whole system needed major reform and that residents' safety needed to be a greater priority through the entire life cycle of a building – from design and construction, through to when people are living in their home.

3.11.86 The Building Safety Bill will sit alongside the Fire Safety Act 2021 and was introduced on 5th July 2021 and received Royal Ascent on 28th April 2022. The provisions of the bill will come into effect during 2023, starting with the registration of high-rise buildings from April 2023, and the new safety management requirements applying from October 2023.

3.11.87 Measures will be put in place to make people safer in their homes. The Bill will ensure that there will always be someone responsible for keeping residents safe in high rise buildings – those 18 metres and above. They will also have to listen and respond to residents' concerns and ensure their voices are heard – they will be called the 'Accountable Person'.

3.11.88 Residents and leaseholders will have access to vital safety information about their building and new complaints handling requirements will be introduced to make sure effective action is taken where concerns are raised.

3.11.89 As announced in the Queen's speech on 11th May 2021, a new Building Safety Regulator will be established to oversee and make sure that Accountable Persons are carrying out their duties properly. The new Regulator will sit within the Health and Safety Executive and will have the power to prosecute property developers and landlords that do not meet safety standards as set out in the Bill.

3.11.90 The Regulator will work closely with duty holders both within the Council and THH throughout the lifecycle of Council owned stock and will ensure that high rise buildings and the people who live in them are being kept safe and will have new powers to raise and enforce higher standards of safety and performance across all buildings.

3.11.91 The Bill will make sure that those responsible for the safety of residents are accountable for any mistakes and must put them right. It will fully establish the regulator that will enforce new rules and take strong actions against those who break them.

3.11.92 The regulator will have 3 main functions: to oversee the safety and standard of all buildings, directly assure the safety of higher-risk buildings; and improve the competence of people responsible for managing and overseeing building work.

3.11.93 It will operate a new, more stringent set of rules for high-rise residential buildings. The new set of rules, contained in the Bill, will apply when buildings are designed, constructed and then later occupied.

3.11.94 At each of these 3 stages, it will be clear who is responsible for managing the potential risks and what is required to move to the next stage enabling a 'golden thread' of vital information about the building to be gathered over its lifetime.

3.11.95 When residents move into a building that falls under the new set of rules, it will need to be registered with the Building Safety Regulator and apply for a Building Assurance Certificate. The new laws require those who manage or are responsible for high-rise residential buildings will have to take all reasonable steps to make sure their buildings are safe, put together a safety case and produce a safety case report.

3.11.96 The laws also ban the use of combustible materials on the external walls of high-rise buildings, publishes clearer guidance on existing regulations that buildings owners must follow, and will make it mandatory for sprinklers to be fitted in all new blocks of flats over 11 metres high.

Fire Safety Act

3.11.97 The Fire Safety Act 2021 received Royal Ascent in April 2021 and came into effect in April 2022.

3.11.98 These laws place significant obligations on landlords of high-rise and multi-occupancy residential buildings, including:

- Requiring the Council to consider the spread of fire across external surfaces of its buildings. This means that priority will need to be given to implementing a programme of External Wall Surveys which will require significant internal resource and expertise. It is proposed that the new Building Safety Manager will taking a leading role in this respect and manage the programme of inspections.

- The Fire Safety Act will also require front entrance doors and balconies to be included within the scope of fire risk assessments to ensure that they are in good condition and fit for purpose. This applies equally regardless of tenure and it is envisaged that the new building safety officers will play a key role in enforcing this.

- The Act will require the Council to consider those residents who may need assistance in the event of the building being evacuated and put in place an appropriate plan (PEEP). Again, in high rise buildings the safety officers will lead on this.

- The Act will empower fire and rescue services to take enforcement action and hold building owners to account if they are not compliant.

3.11.99 The Act provides a foundation for secondary legislation in the form of the Fire Safety (England) Regulations to take forward recommendations from the Grenfell Tower Inquiry phase one report.

Fire Safety (England) Regulations

3.11.100 The Fire Safety (England) Regulations 2022 implement the majority of the recommendations made by the Grenfell Tower Phase 1 report which require a change in the law. The regulations do not amend the Regulatory Reform (Fire Safety) Order 2005 (FSO). They are a standalone piece of legislation which introduce new duties for Responsible Persons (RPs) of (mainly) high-rise residential buildings. RPs for relevant buildings will have to comply with the terms of these regulations alongside the existing duties in the FSO. As the regulations impose duties on RPs about external walls and flat entrance doors commencement of section one of the Fire Safety Act 2021 had to happen first. The regulations were laid on 18 May 2022. They automatically became law in early July and will come into force on 23 January 2023.

3.11.101 The regulations impose duties on specific persons (RPs/duty holders) who are responsible for high-rise residential buildings over 18m or seven storeys and/or multi-occupied residential buildings of over 11m or have a specified number of domestic premises contained. The regulations are concerned with improving the fire safety in general use blocks of flats and mixed-use buildings rather than converted houses with flats without internal common parts.

3.11.102 The Fire Safety Regulations require all high-rise residential buildings in England to be fitted with a suitable, secure information box which is accessible by the fire and rescue service (FRS). This box is required to contain the following information:

- The name and UK contact details for the RP
- The name(s) and UK contact details of any other person(s) who the RP considers appropriate (those who, in a professional capacity could assist the FRS)

- Hard copies of building floor plans required by these regulations
- The single page building plan required by these regulations

3.11.103 RPs of all high-rise residential buildings will be required to: prepare a record of the design of the external walls of their building. This record should also include details of the materials which make up the external wall system, details of the level of risk which has been identified from the building's fire risk assessment and any mitigating steps that have been put in place.

3.11.104 RPs for all high-rise residential buildings will be required to prepare a plan that shows the layout of each floor of their building. These plans should identify the location of all lifts but clearly indicate which lifts are for use by firefighters or an evacuation lift as well as key firefighting equipment (which are set out on the face of the regulations). These floor plans should be sent to the FRS electronically and hard copies placed in the secure information box on site.

3.11.105 The regulations set a minimum frequency for checks on lifts and key fire-fighting equipment, with checks undertaken monthly. The equipment that needs to be checked are those indicated on the building floor plans, including inlets/outlets for rising mains, smoke control and other suppression systems, fire detection and fire alarm systems. Where a fault is identified by a result of these checks as well as taking steps to fix the fault, the RP should notify the fire and rescue service. The fire and rescue service should also be told when the fault is fixed

3.11.106 In all high-rise residential buildings RPs will be required to install wayfinding signage in all multi-occupied residential buildings with storeys above 11 metres where there is a greater risk of fire fighters becoming disorientated in low light/smoky conditions.

3.11.107 Registered Provider's for all multi-occupied residential buildings, regardless of height, will be required to provide residents with relevant fire safety instructions. These instructions should be displayed clearly in the building's common parts and be shared with residents when they move into the building. These instructions will need to be shared annually with residents and updated when required. Instructions to residents will have to include how to report a fire, the building's evacuation strategy and any other instruction which tells residents what to do in the event of a fire. RPs should ensure that these instructions can be understood by all of the residents of their building.

3.11.108 In all multi-occupied residential buildings RPs should provide all residents (existing and at the point when people move in) with information about the importance of fire doors. The information should include that doors should be kept shut when not in use, residents or guests should not tamper with self-closing devices, resident should report faults or damage to doors immediately to RPs. In multi-occupied residential buildings with storeys above 11m in height the regulations set a minimum frequency for checks on fire doors both in the common parts of buildings and those doors which are entrance doors to flats at every 3 months and annually for flat entrance doors.

Smoke and Carbon Monoxide (Amendment) Regulations 2022

3.11.109 Following approval by Parliament, the Smoke and Carbon Monoxide Alarm (Amendment) Regulations have become law, introducing new requirements on smoke and carbon monoxide alarms in the social rented sector. The regulations came into force on 1st October 2022 and there is an expectation that landlords will be fully compliant from this date.

3.11.110 From that date, all relevant landlords must:

- Ensure at least one smoke alarm is equipped on each storey of their homes where there is a room used as living accommodation. This has been a legal requirement in the private rented sector since 2015.
- Ensure a carbon monoxide alarm is equipped in any room used as living accommodation which contains a fixed combustion appliance (excluding gas cookers).
- Ensure smoke alarms and carbon monoxide alarms are repaired or replaced once informed and found that they are faulty.

3.11.111 The requirements are enforced by local authorities who can impose a fine of up to £5,000 where a landlord fails to comply with a remedial notice

Removal of HRA Debt Cap

3.11.112 The government announced in October 2018 that the HRA debt cap would be abolished, and this took effect from 29th October 2018. Removing the HRA debt cap means that instead of having a limit to the amount of debt that the HRA can undertake, HRA borrowing must, along with General Fund borrowing, be subject to the Prudential Code meaning that borrowing must be affordable, prudent and sustainable.

3.11.113 Under current rules, although interest charges on outstanding debt must be paid, the HRA is not required to make any provision for debt repayment. As non-repayment of debt is not sustainable over the long-term as it would result in increasing levels of interest charges being incurred, the s151 officer has decided that the charging of a voluntary Minimum Revenue Provision (MRP) should be made to ensure the repayment of any borrowing is made over the usable lifespan of the assets, similar to the Minimum Revenue Provision (MRP) arrangements that operate for the Council's General Fund. If MRP is not charged, then future administrations will inherit ongoing debt costs that will be very difficult to reduce within budget constraints.

3.11.114 The s151 officer has also introduced a number of metrics within which the HRA must remain to ensure that borrowing levels remain prudent and interest / debt repayment remains affordable. The most important metric is a maximum interest cover ratio (the number of times the HRA can cover its interest payments from its rental income) of 1.5. This in effect places an artificial debt cap on the HRA as it limits the interest that can be repaid and

therefore the amount borrowed. An ICR of 1.5 is in line with other similar Local Authorities and therefore deemed to be set at the right level.

Social Rent policy 2019-20 onwards

3.11.115 On 13th September 2018 the government published a consultation 'Rents for social housing from 2020-21' in which the government set out its proposals in relation to social rent policy from 2020-21.

3.11.116 In the consultation the government proposed that the Regulator of Social Housing's rent standard will:

- permit Registered Providers (RPs) to increase their rents by a maximum of CPI + 1% for at least five years
- also now apply to Local Authorities

3.11.117 The government has now confirmed this policy and this means that in future local authorities will no longer have any discretion over their rent policy and will have to adhere to the Regulator's rent standard.

3.11.118 Historically local authorities have been able to make decisions on their rent policy with the only control mechanism being the annual 'Limit Rent', used to control Housing Benefit grant paid to the Authority by the Government.

3.11.119 With the introduction of HRA Self-Financing in April 2012, in return for being responsible for all items of expenditure and risk within the HRA, local authorities were meant to have discretion over their rent policy. As rent is the largest income stream within the HRA, having discretion over rent levels is seen as crucial in terms of running the HRA as a 'business'.

3.11.120 However, since 2012, the government has in relation to rents -:

- ended their rent restructuring policy a year early;
- implemented legislation to impose a 1% rent cut for four years;
- introduced the Regulator's rent standard to local authorities (as well as RPs) so that annual rent increases will be set out by the Regulator.
- Capped rent increases for 2023-24 at a maximum level of 7%, significantly lower than CPI (10.1% in September 2022)

HRA Capital Programme

3.11.121 The Housing Revenue Account (HRA) Capital Programme budget of £411.927m for 2022-23 to 2024-25 was approved by Full Council in March 2022, as part of the Council's Medium Term Financial Strategy (MTFS) 2022-23 to 2024-25. The budget is made up of £323.219m for the delivery of the new homes programme and £88.709m to Tower Hamlets Homes (THH) for capital works relating to the existing stock.

3.11.122 The budget was revised and approved by Cabinet in July 2022, based on the provisional out-turn figures for 2021/22 including net slippage, to £425.700m,

with £335.500m for the new homes programme and £90.200m for THH capital

3.11.123 A review of the Approved HRA Capital Programme has taken place under the new administration to ensure that the manifesto pledges and priorities set out in the 2022-26 Strategic Plan are reflected.

3.11.124 To make funding available for new schemes which are ready to progress and will provide more family-sized homes, some schemes in the approved programme will be substituted. This aligns with the programme-wide approach that enables individual schemes to be brought forward and moved back if issues that impact delivery arise to ensure the pace of delivery is maintained.

3.11.125 In parallel with the programme review, an update of the 30-year HRA Business Plan is being carried out to establish the budget envelope for next year's programme.

3.11.126 Where the ambition of the proposed capital programme exceeds the funding available at this time, alternative delivery options are being explored to maximise the delivery of new council homes in the borough. The investment in the existing stock is also being reviewed to identify areas that can slip in order to fund the provision of new housing

Right to Buy receipts

3.11.127 The government's consultation on the use of right to buy receipts was launched in August 2018, reaching a conclusion in March 2021 with the publication of its consultation 'Use of receipts from Right to Buy sales'.

3.11.128 Original rules set out that Right to Buy 'one for one' receipts must be spent on replacement social housing within three years. Any unused receipts after three years were paid back, along with interest at 4% to MHCLG.

3.11.129 Under the new rules put forward by the Government in its Right to Buy consultation response, the timeframe local authorities have to spend new and existing Right to Buy receipts will be extended from three years to five years. This change has been backdated, and Councils will be able to apply this to receipts received as long ago as 2017-18 with the view that it will allow longer-term planning, including allowing larger plots of land to be remediated.

3.11.130 The response to the consultation also brought changes to the percentage cap that Councils can use on the construction of new homes, with the cap rising from 30% to 40% in a bid to make it easier for Local Authorities to fund replacement homes, particularly those for social rent. In Tower Hamlets, the cap has been applied at 30% to the existing housing programme and 40% to the future programme.

3.11.131 Authorities can use receipts to supply shared ownership and First Homes, as well as housing at affordable and social rent, to help them build the types of home most needed in their communities.

3.11.132 Right to Buy receipts for acquisitions will be capped to help drive new supply with effect from 1 April 2022 and phased in over 2022-23 to 2024-25. From April 2022 it will prohibit more than 50% of RTB replacements being delivered as acquisitions in financial year 2022-2023, reducing to 40% in 2023-24 and 30% from 2024-25 onwards.

3.11.133 Pooling of RTB receipts will take place annually, replacing the former quarterly system. Deadlines for spending retained receipts will also be calculated on an annual basis. A minimal amount of non-financial management information will still be collected quarterly.

HRA Business Plan

3.11.134 The most recent HRA 30-year financial model has been amended to reflect the rent cap and MAB SRP decision of a 7% rent increase. A similar level of rent increase has been assumed for 2024-25 after which the model assumes increases of CPI only and that CPI falls to 2% throughout the remainder of the 30-year period. The below inflation rent increase has resulted in costs increasing at a greater level than the income required to support it and has reduced the viability of the HRA. Savings within the existing budget lines (both revenue and capital) are being identified to ensure the on-going viability of the HRA and that it operates within its agreed parameters (interest cover ratio of 1.5 and minimum revenue balances of £10m).

Risks – Welfare Reform

3.11.135 The cumulative impact on the HRA will not be clear until the various reforms all take effect. Provision has been made within the HRA MTFP for an increase in bad debts but as the introduction of Universal Credit has been delayed it is not yet clear whether this will be sufficient or whether the increase will be required.

Risks – Brexit

3.11.136 On 31st December 2021 the United Kingdom left the European Union. The house building industry is reliant on a significant number of EU workers and procuring materials from EU countries. As a result, there is a risk of delays to both the house building and repairs programmes and costs increasing which will impact on the viability of the 30-year business plan and delivery of Government legislation and manifesto commitments.

3.11.137 The BCIS Price Adjustment Formula Indices shows significant cost increase in materials, particularly structural steel. Other increases are lower e.g. cost of composite windows and doors, hardwood fittings, ready mixed concrete and tile cladding, but will still have an impact on total scheme costs. Added to this, lead-in times for materials and components have lengthened resulting in delays in delivery and the associated increase in costs.

3.11.138 Rising labour costs, combined with shortage of skills in certain trades, is also having an impact on project costs and delivery timetables. Contractors who rely on sub-contractors rather than their own directly employed labour force are most affected. Some workers have left the industry permanently due to pandemic and post-Brexit immigration rules have resulted in a reduction in the pool of workers available for construction activity.

3.11.139 In addition to changes in market conditions, new Health and Safety rules including the Fire Safety Bill, Building Safety Bill and Construction and Design Management Regulations will add further cost to construction projects, as will the target of meeting net carbon zero by 2025.

3.11.140 The Council is also experiencing significant increases in tender prices for works, with prices increase by up to 15% as a result of material, supply chain and labour costs. These cost increases will impact on affordability of specific projects and the viability of the HRA business plan.

Risks – Cost of Living Crisis

3.11.141 Over the past year the Country has had three new Governments and is being impacted by the war in Ukraine. This has resulted in high inflation, significant increase in interest rates and large increases in running costs within the HRA such as for energy and labour. This impacts on pay and non-pay budgets across the HRA and is factored into the HRA business planning process and determination of the viability of the HRA business plan

Risks – Covid-19 Pandemic

3.11.142 On the 23rd March 2020 the UK entered into its first lockdown in response to the coronavirus pandemic. Since then, there have been two further lockdowns, with a phased ending of the third lockdown commencing on 8 March 2021. In total the UK has spent in excess of six months in lockdown restrictions. During this time many tenants have experienced hardship through the inability to work or loss of employment. Despite this, rent and service charge collection rates have remained stable and broadly in line with pre-pandemic levels. However, any further restrictions resulting from the pandemic could result in collection rates falling and an impact on the affordability of the HRA business plan.

3.12 CAPITAL

3.12.1 Following the election of a new administration in May 2022, a comprehensive refresh of the existing Capital Programme (approved at Full Cabinet on 2nd March 2022 for 2022-2025) was undertaken with the key purpose to ensure the programme aligned with London Borough Tower Hamlet (LBTH) strategic priorities translated from the Mayor's vision and the new administration's manifesto. The review evaluated the existing priorities across the various directorates to ensure clear integration with the current needs of the Borough and its residents.

3.12.2 Awarded or budgets committed continued to progress, however any projects outside of these criteria were paused until the completion of the refresh. Financial consideration in terms of minimising impacts of abortive costs on the revenue budgets have been considered within this re-prioritisation.

3.12.3 As a result of the refresh, the information contained within this report will inform and support the new administration with regards to project prioritisation; enabling the inclusion of capital projects which reflect the new priorities.

3.12.4 As part of the capital programme refresh, several projects (detailed in appendix 8C), are being considered for removal from the previously approved programme to release funding to contribute towards new strategic plan priorities. The Council is considering the allocation of resources to six proposed key priority projects, as detailed from paragraph 3.12.34 onwards. The proposed new projects will require both capital and revenue budget provisions to be set aside in the future, none have been included for consideration within this report. As business plans for these six key priority projects come forward, which will include assessments on need, feasibility, affordability, and deliverability, they will be proposed for inclusion in future capital programme updates.

3.12.5 The existing policy stating that new schemes will not be brought forward until funding sources have been identified and allocated is still in force and is reiterated. These have been identified and allocated for all schemes listed in this report.

3.12.6 Following the on-going review of the capital programme, the latest recommendation of a revised General Fund (GF) capital programme has been prepared seeking budget approval for the council's revised 2022-23 capital programme of £111.867m and 2023-26 capital programme of £238.637m, as summarised in Appendix 8A. The details of the General Fund programme are set out in Appendix 8B and the capital growth and reduction items which have been added and removed to/from the capital programme are set out in Appendix 8C.

3.12.7 The capital programme is for a three-year period (2023-26), with commitments beyond 2026 resulting from the current programme to be funded in future years. Capital expenditure is focussed on the council's strategic priorities.

3.12.8 Within the report is an additional request for the approval of £2.879m for the 2022-23 General Fund Capital Programme and £55.663m to enable a selection of projects to be included within the 2023-26 General Fund Capital Programme, further detailed in Appendix 8C. Included within the additional requests, largely due to an additional year being added to the capital programme as part of budget setting process (i.e., financial year 2025/26), re-occurring spend relating to the council's General Fund Rolling Programme has also been added to the programme, amounting to £23.900m within the 2023-26 period.

3.12.9 The report also includes approval for the request for reductions of 6.802m for the 2022-23 General Fund Capital Programme and £100.687m within the

2023-26 General Fund Capital Programme, which are included because of the latest update relating to the on-going review of the capital programme being carried out, further detailed in Appendix 8C.

3.12.10 As part of the new administration's pledge to improve leisure facilities within the community, St George's Leisure Centre has been earmarked for a rebuild, which will now also include a housing element. As a result of the changes to the scope of the proposed works (including the addition of a housing scheme), one of the immediate priorities was to identify funding sources to address the shortfall to the existing budget as there is currently only approval for £25.16m to deliver the leisure centre**.** On 9th February 2022 Cabinet approved an initial allocation of £25.163m to rebuild St George's Leisure Centre, from an estimated total build cost of £35m at that time. This represented the quantum of funding that could be identified at that time, with a clear understanding that the balance would need to be identified to allow the project to proceed. Since that original allocation was made, cost pressures have increased considerably, in part due to the war in Ukraine affecting energy costs for both the production and transport of materials and componentry.

3.12.11 The original cost of the rebuild has therefore been adjusted by an additional £14m, which will be funded from identified Community Infrastructure Levy (CIL) contributions. The cost of the housing element (£16m) of the scheme will be met through the HRA budget, while the request for an additional sum of £14m for the leisure centre has been included within the General Fund programme (refer Appendix 8C).

3.12.12 The Housing Revenue Account (HRA) capital programme has been prepared seeking budget approval for the council's revised 2022-23 capital programme of £74.458m and 2023-26 capital programme of £389.625m, as set out in Appendix 8D. The programme represents the budget envelope that is deemed affordable in line with the latest update to the HRA business plan. The capital programme maximises the availability of external funding and Right-to-Buy receipts, but the regulations associated with the use of these sources means that there is also a need for borrowing to be used.

Establishing The Programme

3.12.13 In recent years, the principles on which the council's capital programmes have been based are that approved projects will not proceed until the identified funding sources are received, or in the case of external grant, confirmed in writing; the council will not borrow more than it can afford to repay; and the total approved capital programme will not exceed the total funding available. If new schemes are prioritised above those already in the programme, they will need to replace existing approved schemes. This programme-wide approach will enable individual projects to be brought forward and moved back as issues that impact on delivery arise, to maintain delivery outcomes.

3.12.14 In addition to the core capital programme, the 2023-26 Approved Capital Programme for the General Fund includes separate programmes for annual rolling programmes, invest to save projects and the Local Infrastructure Fund (LIF) programme. The purpose of the annual rolling programme is to ensure

the council's assets are maintained to avoid deterioration, address ongoing health and safety requirements, and to meet statutory duties. It is expected that these remain within the programme, amounting to £14.126m for 2022-23 and £52.338m for 2023-26. Invest to save project support income generation and the capital investment, amounting to £9.118m for 2022-23 and £2.340m for 2023-26, will deliver substantial revenue savings and the Local Infrastructure Fund (LIF) programme budget allocation totals £0.623m for 2022-23 and £14.421m for 2023-26.

3.12.15 To successfully deliver a substantial and agile capital programme, it is essential to have effective governance, project monitoring, financial management and appropriate staff resources in place. The current governance arrangements seek to ensure that quality outcomes are delivered on time, with best value always demonstrated.

3.12.16 Both the existing LIF (the local name for Neighbourhood CIL funding) programme in its entirety and the future approach to the use of Neighbourhood CIL are currently under review. Government regulations and guidance require Neighbourhood CIL to be spent in accordance geographical and public engagement considerations and the review will ensure that these requirements continue to be met. The LIF budget is therefore considered ringfenced to equal the income received from developers and subject to regulatory considerations. Further information will be presented to Cabinet regarding the existing LIF Programme and the future use of Neighbourhood CIL following the conclusion of the current review.

3.12.17 The capital programme for the Housing Revenue Account (HRA) includes funding for the delivery of new council homes and the annual housing capital rolling programme for THH to maintain and improve the council's housing stock and carry out the essential fire and building safety works. The programme is in line with the latest update to the HRA business plan, which takes into consideration the affordability of the HRA capital programme on the HRA as a whole. The capital programme maximises the availability of external funding and Right-to-Buy receipts, but the regulations associated with the use of these sources means that there is also a need for borrowing to be used.

3.12.18 To help tackle the housing crisis, the Mayor's ambition is to deliver homes for the future with rents residents can afford and has set a target of delivering 1,000 social homes for rent each year through the council's new homes programme and by working with developers and housing associations. The £311m 2023-26 budget for the HRA capital programme set in this report, which is supported by the refreshed HRA Business Plan, will enable the completion of more than 1,000 homes already in the delivery programme and enable new sites in the pipeline to be identified and progressed through the design process for inclusion in the programme when future funding becomes available or partnership opportunities become available.

Funding

3.12.19 There are various funding options available to the council for the capital programme, including external grants, Community infrastructure Levy (CIL),

(including Local infrastructure Fund (LIF)) payments, s106 contributions, capital receipts, reserves/revenue and lastly, borrowing. The availability of each funding source is considered in this order, to ensure that all other funding options have been maximised before drawing on capital receipts, reserves/revenue and borrowing.

3.12.20 Funding sources identified for the growth to the General Fund capital programme amounting to £2.879m for 2022-23 and £55.663m for 2023-26 are external grants (£14.413m), s106 contributions (£4.771m), CIL contributions (£15.425m), LIF contributions (£0.575m), capital receipts generated by disposals or overage (£0.680m), reserves/revenue (£1.4m) and substituted existing borrowing (£21.279m).

3.12.21 Funding sources released from reductions to the General Fund capital programme amounting to £6.802m for 2022-23 and £100.687m for 2023-26 are external grants (£7.870m), s106 contributions (£14.025m), CIL contributions (£25.013m), GF capital receipts (£1.005m), HRA capital receipts (£29.272m) and substituted existing borrowing (£30.304m).

3.12.22 In accordance with the council's financial regulations, formal approval from Cabinet is required for these schemes to be included/removed to/from the Approved Capital Programme.

3.12.23 The growth items being added to the capital programme funded by borrowing, amounting to £21.279m, do not require any new additional borrowing, but the programme does include substitute borrowing released from schemes in the existing programme that are not proceeding or being reduced, amounting to £30.304m. It should be noted that any new borrowing will require provisions to be set aside within General Fund revenue budgets for related debt financing.

3.12.24 Community infrastructure Levy (CIL) is a charge that local authorities set to collect funds for infrastructure, facilities, and services, associated with new development. The regulations require that this is spent on new infrastructure or replacement or improvement of infrastructure that increase capacity to accommodate new development and is for the public good. This includes social infrastructure (schools, community centres etc.), physical infrastructure (roads, bridges etc.) and green infrastructure (parks, trees etc.) CIL cannot be used to fund housing. Prior to the introduction of CIL, the council collected contributions from developers through s106 agreements to fund local infrastructure needs arising from new developments.

3.12.25 For each project in the General Fund Approved Capital Programme, funding sources have been identified and allocated (including borrowing where required). The remaining available resources for future allocation to the General Fund capital programme for CIL (including LIF), S106 and capital receipts are as follows:

Resource	Brought forward balances as at 01/12/2022	Allocated in Total GF Capital Programme 2022-26 within this report	Total of unallocated resources
	£m	£m	£m
CIL (including LIF)	96.3	(79.0) *	17.3
S106	100.8	(53.5) **	47.3
Capital receipts for commitments	18.9	(18.8) ***	0.1
Total	**216.0**	**(151.3)**	**64.7**

**Appendix 8A and 8B – CIL plus LIF within Total Capital Budget Funding*
***Appendix 8A and 8B – S106 within Total Capital Budget Funding*
**** Appendix 8A and 8B – GF capital receipts plus HRA capital receipts within Total Capital Budget Funding*

3.12.26 The status of General Fund S106 funds by Heads of Terms are further detailed as follows:

S106 Heads of Term	Brought forward balances as at 01/12/2022	Total Allocated in Capital Programme within this report	Total of unallocated resources
	£m	£m	£m
Affordable Workspace	4.0	0.0	4.0
Public Art	0.2	0.0	0.2
Carbon Offset	8.5	6.7	1.8
Community Payment	3.4	2.0	1.4
Education	18.6	10.2	8.4
Environment and Public Realm	7.9	4.5	3.4
Health	10.5	5.4	5.1
Leisure	5.0	4.7	0.3
Landscape and Open Space	12.9	9.2	3.7
London Thames Gateway Tariff (for infrastructure in Lower Lea Valley	13.5	1.0	12.5
Millennium Quarter	0.6	0.5	0.1
TfL	8.4	6.1	2.3
Highways and Transportation	6.4	2.9	3.5
Employment and Enterprise (Capital)	0.9	0.4	0.5
Total	**100.8**	**(53.5)**	**47.3**

3.12.27 The HRA capital programme of £74.458m for 2022-23 and £389.625m for the 2023-26 period represents the budget envelope that is deemed affordable in line with the latest update to the HRA business plan. The capital programme maximises the availability of external funding and Right-to-Buy receipts, but the regulations associated with the use of these sources means that there is also a need for borrowing to be used. The funding sources for the programme are detailed in Appendix 8D.

3.12.28 The existing policy stating that any new capital project proposals as part of future capital programme updates will not be brought forward until funding sources have been identified, allocated and deemed affordable for the council.

St George's Leisure Centre

3.12.29 The Strategic Plan details the delivery of additional sports activities for all residents, with a view to improving existing gyms and leisure centres.

3.12.30 On 9 February 2022, Cabinet approved an initial allocation of £25.163m to rebuild St George's Leisure Centre, from an estimated total build cost of £35m at that time. This represented the totality of the funding that could be identified at that time, with a clear understanding that the balance of £10m would need to be sought to enable project progression.

3.12.31 Since that original allocation was made, cost pressures have increased considerably, in part due to the war in Ukraine affecting energy costs for both the production and transport of materials and componentry. The original cost of the rebuild has, therefore, been adjusted to an additional £14m, instead of the original £10m, which is expected to be funded from Community infrastructure Levy (CIL) contributions.

3.12.32 The original proposals for the St George's project, as approved in February 2022, did not include housing. The Mayor asked officers to review whether housing could be included in this scheme, to address a key manifesto commitment to include the availability of quality housing in the borough. A further feasibility study has been completed to evaluate how housing could be included on site, based on a range of options. One of these has been selected as the most efficient and practical use of available space. The cost of delivering this option has been estimated at £16m, based on recent outturn construction costs for similar residential projects, with an appropriate contingency applied to take account of rising cost inflation. This will be funded separately through the HRA budget.

3.12.33 The total cost of £55.16m once approved, will allow both the Leisure Centre and housing elements of this scheme to be taken forward.

Administration's Priority Projects

3.12.34 As part of the capital programme refresh, several projects (detailed in Appendix 8C), are being considered for removal from the previously approved programme to release funding to contribute towards new strategic plan priorities. The Council is considering the allocation of resources to the

proposed six key priority projects, as detailed below. In addition, the proposed new projects will require both capital and revenue budget provisions to be set aside in the future, none have been included for consideration within this report. As business plans for these six key priority projects come forward, which will include assessments on need, feasibility, affordability, and deliverability, they will be proposed for inclusion in future capital programme updates.

3.12.35 6th Form - An Institute of Academic Excellence to accelerate widespread admission to Oxbridge and Russell Group Universities, while raising all other educational services to this benchmarked standard.

3.12.36 Children's care – Culturally sensitive care provision, so that children's needs are met and where their care and development can be monitored, assessed, and improved.

3.12.37 Adult care – Council provided quality homes and care to provide those most vulnerable in the Borough with the best place to live and care available, and to help tackle the pressures currently facing the Borough's care service. It will be care that will meet and ameliorate the demands and demographic pressures on Adult Social Care services.

3.12.38 Culturally Sensitive Drug and Alcohol treatment – that provides structured care in line with the national and local drug treatment strategy, that provides a safe space where culturally appropriate treatment can be administered.

3.12.39 Jagonari – Bangladeshi women's project (Whitechapel) – Dedicated Women's services that offers support based on the needs of local women in the area, including childcare, training, offender programmes and support for victims of domestic violence.

3.12.40 Somali resource hub - Resource hub for the Borough's growing Somali community, that will provide an array of services to help Somali people to integrate into London living and provide a space for their cultural and social needs. Granby Hall is a community hub/resource for the borough's Somali community and we continue to explore options for future sustainability.

Key Highlights from the Programme Refresh by Service Area

<u>Children & Culture</u>

3.12.41 The programme will continue to deliver basic needs expansions across the borough including a primary school at Wood Wharf, expansion at Beatrice Tate special school and a new 6FE Secondary School at London Dock. In addition to which there is a rolling programme of condition improvements for our school estate to ensure the delivery of education for our pupils.

3.12.42 St Saviours and Oaklands have been delayed in their delivery and will not be included within the programme unless grant funding can be secured. The monies will be reprioritised for other education priorities within the Borough. Works to George Green School will be reconfigured, with immediate repairs

and maintenance works being brought forward, whilst a longer-term build programme is agreed.

3.12.43 As detailed above the culture and leisure team are focused on working with the Capital Delivery team to deliver the new St George's Leisure centre with housing, providing state of the art facilities for the borough's residents.

3.12.44 There will be a comprehensive programme of upgrading the Parks within the borough to ensure the health and well-being of residents, including funds to replace benches, bins, painting railings and lamp posts at sites across the borough. The parks programme includes upgrading sports facilities in parks, the programme is designed to refurbish sports areas across Tower Hamlets (kickabout areas, tennis courts, basketball courts) and installing outdoor gyms. In addition to which there is a programme of works for inclusive playgrounds which will renovate playgrounds across Tower Hamlets, making them accessible to children with a wide range of needs.

3.12.45 These programmes are planned to interlink, and address priorities across the borough's 120 parks. Extensive consultation has been carried out with residents and stakeholders since 2018, with all programmed for delivery across the 3 years of the Capital Programme (2023-26).

3.12.46 The improvements to Youth Provision consist of seven Youth Centre projects that form a key component of the mayor's manifesto pledges focused on developing and enhancing youth centres in the borough. The aim is to deliver exemplar centres in each ward. The current budget is £2m with a proposal to increase. The project may change from refurbishment of existing centres to redevelopment aimed at providing state of the art youth centres increasing the capacity to accommodate far more users.

Place

3.12.47 Blackwall Depot Health & Safety Improvement Works Phase 3 which has serious health and safety concerns in relation to the site. This also includes a new security office at the site entrance to ensure safety for those working in the Depot and reduce the risk of unauthorised trespass.

3.12.48 The council will deliver a programme of public realm improvements across the borough as it progresses with a clean and green future for the Borough. There is also a programme of works to deliver street lighting replacements and involves renewal of all street lighting assets across the public highway network.

3.12.49 The EV/Trader Power Bollards for Petticoat Lane (Middlesex Street) and Brick Lane markets is designed to benefit both EV users, living and working in and around the fringe of Shoreditch and the City, from Monday to Saturday and then on Sundays. The procurement of vehicles for the provision of waste, recycling and cleaning services has also been approved, along with the procurement of the IT waste management system for inhouse waste and recycling service. In alignment with the administration's Priority 7 of the latest strategic plan, the progression of Smart Bins, Recycling for flats,

Improvements to the Watney Market Stall, Storage and Waste, Electric charging points for Council vehicles and Electric waste vehicles will continue. These projects will support the strategic plan to improve air quality, reduce emissions, noise nuisance, and commit to carbon neutrality by 2025.

3.12.50 With regards Highways, the Tower Hamlets public road network has suffered from a lack of capital investment for many years. In 2019 complete condition survey and investment modelling for carriageways and footways was undertaken and the results showed Tower Hamlets Road network in steady decline and resulted in increased pressure on the maintenance revenue budget. The new administration will therefore be investing in carriageways and highways, in line with the Transport Strategy of 2019-2041.

3.12.51 The Investment works LBTH Assets programme is managed on a £2m yearly budget. It consists of the top priorities from the capital works life cycle surveys identified by Facilities Management and supported by the Sustainability Team. Items are identified where the plant, fabric and equipment are beyond its life cycle and parts/ materials are no longer available so they can't be repaired, maintained for any further period.

3.12.52 With regards asset maximisation, the administration is focused on retaining council owned assets, with a view to maximising opportunities within the Councils property assets portfolio. The programme improves existing council assets and produces revenue budget savings by bringing the service in house. The mayor's focus is on a regular review of the disposal approach with the priority being to maximise the potential within the existing property portfolio.

Resources

3.12.53 Several projects within the IT Portfolio are to progress and remain within the Capital Programme and which once completed will enable increased efficiency within the Council. The Civica APP Replacement Robotic Process Automation, Town Hall IT, the Idea Store IT refresh, upgraded cyber security as well as the installation of the Mosaic system have all been approved to progress. Collectively, these will facilitate improved efficiency within the Council's business processes. The Cyber Security project will provide enhanced protection for the Council's data and systems against cyber-crime.

Current Market Conditions – Building Cost Information Service (BCIS) December 2022

3.12.54 A recession combined with high inflation provides a bleak outlook for construction over the next two years. Tender prices in Q4 2022 rose by 1.1% compared with the previous quarter, and by 7.6% on an annual basis. Although the supply of construction materials has overall stabilised, inflationary pressures driven by rising energy prices remain, significantly impacting products that involve an energy-intensive manufacturing process.

3.12.55 Construction demand is forecast to shrink, and with fewer opportunities in the market as well as the overall economic uncertainty there will be greater keenness to secure work. Although materials' prices are expected fall in the

short term, current inflationary pressures will keep labour costs rising, resulting in increases in both costs and tenders. Tender prices are forecast to grow more slowly than input costs over the next two years as contractors seek to fill order books, and it is not until the last two years of the BCIS building forecast period that margins and output are expected to recover.

3.12.56 Tender prices are likely to be supressed in the first two years of the forecast due to reduced demand; but are expected to rise faster than costs in 2026-2027. Tender prices are forecast to rise by 13% in the five years to Q4 2027.

3.12.57 The model incorporated within the Capital Programme delivery strategy to mitigate cost increases is to work diligently to ensure projects are ready to progress quickly to contract award, early engagement of planning, procurement and legal colleagues; regular monitoring of the inflation position and benchmarking costs to effectively and realistically manage inflationary cost increases.

3.13 TREASURY MANAGEMENT STRATEGY

3.13.1 The Treasury Management Strategy Statement will be revised and agreed with Audit Committee on 26 January 2023, and recommended for Full Council approval in March 2023 in accordance with the CIPFA Treasury Management Code of Practice. The Statement sets out the proposed strategy with regard to borrowing, the investment of cash balances and the associated monitoring arrangements.

3.13.2 The proposed prudential indicators set out in the Treasury Management Strategy will be based on the proposed Capital Programme 2023-26.

3.14 BUDGET CONSULTATION AND SCRUTINY PROCESS 2023-26

3.14.1 The Council must undertake statutory budget consultation with Business Rates payers in the borough and it is also good practice to consult with Council Tax payers and a broad range of other key stakeholders. In addition, meaningful consultation must take place with service users before any changes to service provision are implemented. Furthermore, the Council's budget framework sets out the need for the Overview and Scrutiny Committee to be involved in the setting of the Council's budget.

3.14.2 The budget consultation 2023-24 with local businesses began on 10 November and closed on 22 December 2022 and the results have been considered as part of this budget report. The consultation was carried out via an online survey hosted on the Council's Talk Tower Hamlets consultation hub. Business rate payers were contacted by email with specific details linking through to the online survey and additionally the survey was promoted in the Council's business e-newsletter.

3.14.3 As local elections had taken place in May 2022 it was agreed that residents had already demonstrated their views on a range of issues, including budget prioritisation. Therefore, in line with the statutory duties, businesses were the

specific priority for engagement, although residents were also able to engage if they wished to.

3.14.4 As part of ensuring wider understanding of the process, businesses were informed that the level of business rates is set nationally by the government, and not by the Council which only operates as an administrative billing and debt collection function, with valuations and property advice from the Valuation Office Agency.

3.14.5 Questions focused on finding out more about local businesses, including their business activities, size and locations, and their views on Council service priority areas, particularly in the context of dealing with increasing pressures on local services and the ongoing impacts of the Covid-19 pandemic, Brexit, higher inflation and cost of living crisis.

3.14.6 A total of 33 survey responses were received. 79% of respondents are business owners, being the vast majority. Second were local residents at 12% and a smaller number of responses included coming from a local community organisation.

Consultation feedback summary

3.14.7 When asked to rank the top services from a list of 10 they think the Council should prioritise working with limited resources available, children's services and education was the top priority. This was followed by protecting and supporting vulnerable children, public health and then economic growth and job creation.

3.14.8 The breakdown of where support for the list of 10 services areas rank is:

1 Children's services and education (top ranked)
2 Protecting and supporting vulnerable children
3 Public health
4 Economic growth and job creation
5 Community safety
6 Services for elderly and vulnerable adults
7 Street cleaning, waste and public realm
8 Housing services
9 Culture, libraries and parks
10 Highways and transport services (lowest ranked).

3.14.9 When looking at solutions to minimise the impact of Council savings, respondents said that their top priority would be to work closely with organisations in the voluntary and community sector and partner organisations such as the NHS to deliver more joined up services (39.4%).

3.14.10 This was followed by the next two most popular options: to investigate better use of our assets and other ways to generate income (30.3%), and to share services with neighbouring boroughs to make Council services more efficient through greater use of digital technology (27.3%). There was 3% support for outsourcing services to the private sector.

3.14.11 In terms of the respondents' second choice for minimising the impact of Council services, they gave this as to share services with neighbouring boroughs to make council services more efficient through greater use of digital technology (45.5%). This was followed by the next two most popular options: to investigate better use of our assets and other ways to generate income (18.2%), to explore options for charging or raising fees for non-statutory council services (12.1%).

3.14.12 There then followed 9.1% support for both to work closely with organisations in the voluntary and community sector and partner organisations such as the NHS to deliver more joined up services, and to outsource services to the private sector. Then there was 6.1% support to outsource services to the voluntary/community sector.

3.14.13 In terms of the Council generating income, such as hiring out Council owned assets, this received widespread support from 81.8% of respondents, and the same proportion of respondents (9.1%) either disagreed or said they did not know.

3.14.14 In relation to business ownership and size, the highest proportions (69.7%) of respondents replied 'yes' to be being a business owner in the borough. 65.2% saying they employed between 1-4 people and the vast majority (95.7%) say that they operate their business from one location.

3.14.15 In relation to the location of businesses, the highest number of responses (26.1%) came from businesses in Canary Wharf. The next three highest number of responses (each at 13%) came from businesses based in Spitalfields & Banglatown, Whitechapel and Bow East.

3.14.16 The vast majority of responses (91.3%) were from private businesses. There were a variety of business activities given, with the top six types listed as wholesale and retail trade (21.7%), education (17.4%), manufacturing (13%), followed by information and communication, transport and storage and construction (each on 8.7%).

3.14.17 The on-going role of the Overview and Scrutiny Committee in scrutinising growth and savings and undertaking targeted reviews in a number of key areas identified by them is key to maintaining the rigour of budget scrutiny of the Medium Term Financial Strategy (MTFS).

3.14.18 In addition to the scrutiny of relevant revenue savings and growth proposals the O&S Committee will undertake similar scrutiny of capital programme proposals. They will also have an overview of the medium term financial proposals being considered for approval by the board of Tower Hamlets Homes (THH), including proposals for rent setting and medium term savings. Similarly, the budget strategy for the Schools Budget which will be proposed for approval by the Cabinet, from the Schools Forum.

4 EQUALITIES IMPLICATIONS

4.1 The Equality Act 2010 requires the Council, in the exercise of its functions to have due regard to eliminate unlawful discrimination, harassment and victimisation, advance equality of opportunity and foster good relations between people who share a protected characteristic and those who do not.

4.2 Our borough's strength lies in its diversity and the different communities and cultures living side by side. The Council is working to make the Borough safe, welcoming and a place of opportunity for all however inequalities still exist. The borough is the most densely populated local authority in the country. Tower Hamlets has 39% of overall poverty with 51% of the children in the Borough living in poverty; both are highest in London. Unemployment rates stand at 7.5% which is higher than the London average of 5.3%. Similarly, 14% of residents claim out of work benefits which is also higher than the London average. There are significant health problems and the borough has the lowest life expectancy rates in London (disability-free) and 43 per cent of Year 6 children are overweight or obese. Coupled with this is the fact that Tower Hamlets has the fastest growing population in the UK.

4.3 The recent census publication demonstrated that over 107,000 people in the Borough were of Bangladeshi origin (34.6%), 15,000 (5%) are of African heritage with the largest specific ethnic groups among these being Somali and Somalilander which collectively comprise 6,000 (2%) of the borough's population. 22.9% were classified as White British. The pandemic highlighted the disproportionate impact of health inequalities on our Black and Minority Ethnic communities. Over 53% of households in the Borough are deprived. Over 19,000 households in the Borough are living in overcrowded conditions, and this follows a 22.1% increase in population (57,000 people). A large proportion of the BAME community are also negatively impacted by crime in the Borough. This budget has been designed to address these inequalities.

4.4 The inequalities and rapid growth mean that ensuring equality is embedded throughout Council plans, services and activities is the number one priority and at the heart of all decision making. To help meet its duty under the Equality Act, on all proposed changes, the Council undertakes an equality impact screening and where appropriate a full Equality Impact Analysis to determine whether the proposal will have a disproportionate impact on persons who share a protected characteristic and to also outline actions to mitigate against the equality risks.

4.5 Corporate Directors will ensure equality analyses are completed to inform decisions for implementation of these proposals.

4.6 Increasing pressures on the Council's limited finances mean that the Council needs to continue making savings in the next three years to achieve a balanced budget. This is a major challenge for the Council which needs to consider every penny spent while ensuring that equality remains at the heart of all decision making. The proposed growth items represent a positive impact for residents and organisations in the borough.

4.7 All residents of the Borough are likely to be affected to varying degrees by the Capital Programme proposals. To ensure there is not a disproportionate impact on individuals or groups that share protected characteristics under the Equality Act 2010, the Equality Impact Assessment screening tool is applied to each individual project and submitted with scheme proposals as part of the process of seeking approval through the capital governance process.

4.8 The Council's capital governance process will not approve proposals which lead to discrimination unless mitigation measures have been put in place. All projects included in the capital programme are expected to reduce inequality and improve cohesion in the borough.

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.
- Data Protection / Privacy Impact Assessment.

5.2 The Council is required to consider the value for money implications of its decisions and to secure best value in the provision of all its services. It is important that, in considering the budget, Members satisfy themselves that resources are allocated in accordance with priorities and that best value is achieved.

5.3 The preparation of the MTFS takes account of the Council's obligations in relation to its Best Value duty. The budget proposals are based on securing best value within the context of continuing reductions in Council funding and service demand pressures.

5.4 The sustainable action for a greener environment implications of individual proposals in the budget are set out in the papers relating to those proposals.

5.5 Managing financial risk is of critical importance to the Council and maintaining financial health is essential for sustaining and improving service performance. Setting a balanced and realistic budget is a key element in this process. Specific budget risks will be reported to Cabinet as the budget process develops. The Council will maintain a range of budget provision (contingency) earmarked reserves for specific risks and general reserves for unforeseen events and risks.

5.6 Under Section 17 of the Crime and Disorder Act 1998, the council is under a legal duty when exercising its various duties to have due regard to the likely

effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent crime and disorder in its area, including anti-social behaviour adversely affecting the local environment and quality of life of residents; the misuse of drugs, alcohol and other substances and re-offending. The crime and disorder implications of individual proposals in the revenue budget are set out in the papers relating to those proposals. It is anticipated that several of the capital schemes proposed will have beneficial consequences for crime and disorder in the borough, enhancing the public realm and improving life chances for children and young people.

5.7 Any safeguarding implications of individual proposals in the budget are set out in the papers relating to those proposals.

6. COMMENTS OF THE CHIEF FINANCIAL OFFICER (CFO)

6.1 Please refer to the section from paragraph 3.3.5 onwards.

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 of which this report forms part. It is consistent with these arrangements for Cabinet to receive information about the revenue and capital budgets from time to time and as set out in this report. It is also consistent to be continually reviewing the position on a rolling basis and setting strategic directions for the coming months.

7.2 The monitoring of budgets and financial information is also a significant contributor to meeting the Council's Best Value legal duty and therefore this report complies with that legal duty.

7.3 Schedule 1 of the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 mandates those Council duties that cannot be the responsibility of the Executive. The duty to make arrangements for the proper management of the Council's finances is one such duty. Therefore, at this stage the report makes recommendations that the Mayor proposes the recommendations to full Council as part of the overall annual budget setting process.

Linked Reports, Appendices and Background Documents

Linked Report

- NONE

Appendices

- Appendix 1A Medium Term Financial Strategy Summary
- Appendix 1B Medium Term Financial Strategy Detail by Service Area
- Appendix 2 Tower Hamlets Core Spending Power
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- Appendix 8D Capital Budget by Programme – HRA

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

- NONE

Officer contact details for documents:

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Medium Term Financial Strategy (MTFS) Summary 2023-26

Appendix 1A

	2023-24 £'000	2024-25 £'000	2025-26 £'000
Net Service Costs	389,473	446,205	487,880
Growth - Previously approved by Full Council	137	-	-
Growth - New	39,723	33,476	3,102
Inflation - Previously approved by Full Council	6,500	-	-
Inflation - New	19,900	10,000	6,900
Savings - Previously approved by Full Council	(7,181)	-	-
Savings - Unachievable and Reprofiled	7,654	(900)	(100)
Savings - New	(10,000)	(902)	(859)
Total Funding Requirement	**446,205**	**487,880**	**496,923**
Core Grants:			
- Revenue Support Grant	(39,347)	(40,527)	(41,743)
- New Homes Bonus	(3,890)	(3,890)	(3,890)
- Services Grant	(4,332)	(4,332)	(4,332)
- Improved Better Care Fund	(16,810)	(16,810)	(16,810)
- Social Care Grant	(25,958)	(37,858)	(37,858)
- ASC Discharge Fund	(2,357)	(3,937)	(3,937)
- ASC Market Sustainability & Improvement Fund	(3,430)	(6,000)	(6,000)
- Public Health Grant	(39,315)	(40,101)	(40,903)
- Homelessness Prevention Grant	(6,010)	(6,080)	(6,080)
- Rough Sleeping Initiative	(658)	(658)	(658)
Core Grants	**(142,108)**	**(160,194)**	**(162,212)**
Business Rates	**(152,596)**	**(147,970)**	**(155,122)**
Council Tax:			
- Council Tax - in year income	(129,541)	(133,103)	(136,763)
- Council Tax - Collection Fund deficit / (surplus)	364	-	-
Council Tax	**(129,176)**	**(133,103)**	**(136,763)**
Total Funding	**(423,880)**	**(441,267)**	**(454,097)**
Budget Gap / (Surplus)	**22,326**	**46,613**	**42,826**
Contribution to Reserves / (Drawdown from Reserves)	**(22,326)**	**(15,800)**	**(5,000)**
Savings to be identified	**(0)**	**30,813**	**37,826**

Assumptions:
- No increase in general Council Tax for all years.
- ASC precept increase of 2% for 2023-24 only - allocated to fund ASC demography.
- Business Rates income - assumes reset to occur in 2025-26 but partially offset by transitional funding (75% in 2025-26).
- Core Grants allocations are based on the provisional Local Government Finance Settlement (LGFS).
- Pay Inflation - 4% for 2023-24; 2% for 2024-25 and 2025-26.
- Contractual Inflation - 6% for 2023-24; 4% for 2024-25; 2% for 2025-26.

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Medium Term Financial Strategy (MTFS) Detail by Service Area 2023-26

Appendix 1B

	2022-23	Savings		Growth		2023-24	Savings		Growth		2024-25	Savings		Growth		2025-26
	Total	Approved	New	Approved	New	Total	Approved	New	Approved	New	Total	Approved	New	Approved	New	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Funding Requirement																
Services																
Health, Adults and Community	124,141	(100)	(2,574)	403	11,822	133,693	-	(405)	-	13,185	146,473	-	(413)	-	4,463	150,523
Public Health	37,372	-	-	718	1,225	39,315	-	-	-	786	40,102	-	-	-	802	40,904
Children and Culture	73,828	(380)	(1,350)	24	12,325	84,447	-	(287)	-	5,256	89,416	-	(56)	-	(1,800)	87,560
Place	73,890	(5,216)	(360)	(1,070)	1,481	68,725	-	430	-	135	69,290	-	(100)	-	(81)	69,109
Chief Executive's Office	14,306	-	(330)	-	2,819	16,795	-	(400)	-	(35)	16,360	-	(230)	-	(480)	15,650
Resources	38,680	(700)	(224)	-	3,978	41,734	-	(1,140)	-	(157)	40,437	-	(160)	-	35	40,312
Net Service Costs	362,217	(6,396)	(4,838)	75	33,651	384,709	-	(1,802)	-	19,170	402,077	-	(959)	-	2,939	404,057
Corporate Costs																
Inflation	8,508	-	-	6,500	19,900	34,908	-	-	-	10,000	44,908	-	-	-	6,900	51,808
Capital Charges	5,481	-	-	-	-	5,481	-	-	-	-	5,481	-	-	-	-	5,481
Levies	2,048	-	-	62	122	2,232	-	-	-	87	2,319	-	-	-	46	2,365
Contribution to Local Government Pension Scheme (LGPS) deficit	12,790	-	-	-	-	12,790	-	-	-	-	12,790	-	-	-	-	12,790
Corporate Contingency	3,100	-	-	-	-	3,100	-	-	-	-	3,100	-	-	-	-	3,100
Other Corporate Costs	(4,671)	(785)	2,492	-	5,950	2,986	-	-	-	14,219	17,205	-	-	-	117	17,322
Net Corporate Costs	27,256	(785)	2,492	6,562	25,972	61,496	-	-	-	24,306	85,802	-	-	-	7,063	92,865
Total Funding Requirement	**389,473**	**(7,181)**	**(2,346)**	**6,637**	**59,623**	**446,205**	**-**	**(1,802)**	**-**	**43,476**	**487,880**	**-**	**(959)**	**-**	**10,002**	**496,923**
Funding																
Core Grants																
Revenue Support Grant	(35,056)	-	-	-	(4,291)	(39,347)	-	-	-	(1,180)	(40,527)	-	-	-	(1,216)	(41,743)
New Homes Bonus	(16,263)	3,812		-	8,561	(3,890)	-	-	-	-	(3,890)	-	-	-	-	(3,890)
Lower Tier Services Grant	(1,508)	1,508	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Services Grant	(7,688)	7,688	-	-	(4,332)	(4,332)	-	-	-	-	(4,332)	-	-	-	-	(4,332)
Improved Better Care Fund	(16,810)	-	-	-	-	(16,810)	-	-	-	-	(16,810)	-	-	-	-	(16,810)
Social Care Grant	(16,602)	4,076	-		(13,433)	(25,958)	-	-	(251)	(11,649)	(37,858)	-	-	-	-	(37,858)
ASC Discharge Fund	-	-	-	-	(2,357)	(2,357)	-	-	-	(1,580)	(3,937)	-	-	-	-	(3,937)
ASC Market Sustainability & Improvement Fund	(989)	989	-	-	(3,430)	(3,430)	-	-	-	(2,570)	(6,000)	-	-	-	-	(6,000)
Public Health Grant	(37,372)	-	-	(738)	(1,205)	(39,315)	-	-	(753)	(34)	(40,101)	-	-	-	(802)	(40,903)
Homelessness Prevention Grant	(5,944)	-	-	(118)	52	(6,010)	-	-	(121)	51	(6,080)	-	-	-	-	(6,080)
Rough Sleeping Initiative	(646)	-	-	(12)	-	(658)	-	-	(14)	14	(658)	-	-	-	-	(658)
Core Grants	(138,878)	18,073	-	(868)	(20,435)	(142,108)	-	-	(1,138)	(16,948)	(160,194)	-	-	-	(2,018)	(162,212)
Business Rates																
Collection Fund - in year income	(130,260)	-	-	-	(17,784)	(148,044)	-	-	-	74	(147,970)	-	-	-	(11,852)	(159,822)
Top up / (Tariff)	6,026	14,956	-	-	(20,982)	-	-	-	-	-	-	-	18,800	-	-	18,800
Damping / Scaling (transitional funding for Business Rates reset)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(14,100)	(14,100)
Government compensation towards 2020-21 deficit	(2,552)	-	-	-	-	(2,552)	2,552	-	-	-	-	-	-	-	-	-
Business Rates 8 Authority Pool	(2,500)	2,500	-	-	(2,000)	(2,000)	-	2,000	-	-	-	-	-	-	-	-
Business Rates	(129,286)	17,456	-	-	(40,766)	(152,596)	2,552	2,000	-		(147,970)	-	18,800	-	(25,952)	(155,122)
Council Tax																
Council Tax - in year income	(121,674)	-	-	-	(7,867)	(129,541)	-	-	-	(3,562)	(133,103)	-	-	-	(3,660)	(136,763)
Council Tax - Collection Fund deficit / (surplus)	364	-	-	-	-	364	1,097	-	(1,461)	-	-	-	-	-	-	-
Council Tax	(121,309)	-	-	-	(7,867)	(129,176)	1,097	-	(1,461)	(3,562)	(133,103)	-	-	-	(3,660)	(136,763)
Total Funding	**(389,473)**	**35,529**	**-**	**(868)**	**(69,068)**	**(423,880)**	**3,649**	**2,000**	**(2,599)**	**(20,436)**	**(441,267)**	**-**	**18,800**	**-**	**(31,630)**	**(454,097)**
Budget Gap / (Surplus)	**-**					**22,326**					**46,613**					**42,826**
Contribution to Reserves / (Drawdown from Reserves)	**-**					**(22,326)**					**(15,800)**					**(5,000)**
Savings to be identified	**-**					**-**					**30,813**					**37,826**

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Tower Hamlets Core Spending Power 2023-24 **Appendix 2**

Illustrative Core Spending Power of Local Government:	2015-16 £ millions	2016-17 £ millions	2017-18 £ millions	2018-19 £ millions	2019-20 £ millions	2020-21 £ millions	2021-22 £ millions	2022-23 £ millions	2023-24 £ millions
Settlement Funding Assessment	187.9	170.7	158.1	151.1	143.0	145.3	145.5	146.6	155.0
Compensation for under-indexing the business rates multiplier	1.5	1.5	1.6	2.5	3.6	4.5	5.8	11.4	19.7
Council Tax Requirement excluding parish precepts[1]	69.8	76.9	85.8	93.8	100.3	108.4	114.2	121.7	132.0
Improved Better Care Fund	0.0	0.0	8.7	11.9	14.9	16.3	16.3	16.8	16.8
New Homes Bonus	24.8	28.6	23.9	20.7	19.2	22.0	17.6	16.3	3.9
New Homes Bonus returned funding	0.3	0.2	0.2	0.0	0.0	0.0	0.0	0.0	0.0
Rural Services Delivery Grant	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Transition Grant	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Adult Social Care Support Grant	0.0	0.0	1.5	0.9	0.0	0.0	0.0	0.0	0.0
Winter Pressures Grant[2]	0.0	0.0	0.0	1.5	1.5	0.0	0.0	0.0	0.0
Social Care Support Grant	0.0	0.0	0.0	0.0	2.5	0.0	0.0	0.0	0.0
Social Care Grant[3]	0.0	0.0	0.0	0.0	0.0	9.4	12.3	16.6	26.0
Market Sustainability and Fair Cost of Care Fund	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	0.0
ASC Market Sustainability and Improvement Fund[4]	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	3.4
Lower Tier Services Grant	0.0	0.0	0.0	0.0	0.0	0.0	1.4	1.5	0.0
ASC Discharge Fund	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2.4
Services Grant	0.0	0.0	0.0	0.0	0.0	0.0	0.0	7.7	4.3
Grants rolled in	1.0	1.2	1.1	1.0	1.0	1.0	1.1	1.1	0.0
Funding Guarantee	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Core Spending Power	**285.3**	**279.1**	**280.9**	**283.4**	**285.9**	**306.9**	**314.4**	**340.6**	**363.5**
Change since 2015-16 (£ millions)									78.2
Change since 2015-16 (% change)									27.4%

1 This calculation assumes council tax flexibilities of 3% for fire authorities, 2% for the GLA, and £10 for GLA's police element.

The Government intends to provide flexibilities of £5 for fire authorities, £23.55 for the GLA's non-police precept, and £15 for GLA's police element; this will be reflected in the Final Settlement.

2 From 2020-21, Winter Pressures Grant allocations were rolled into the Improved Better Care Fund, and no longer ringfenced for alleviating winter pressures.

3 From 2020-21, Social Care Support Grant allocations were rolled into the Social Care Grant.

4 From 2023-24, Market Sustainability and Fair Cost of Care Fund allocations were rolled into the ASC Market Sustainability and Improvement Fund.

Please see the Core Spending Power Explanatory note for details of the assumptions underpinning the elements of Core Spending Power.
https://www.gov.uk/government/collections/provisional-local-government-finance-settlement-england-2023-to-2024#provisional-settlement-2023-to-2024

The figures presented in Core Spending Power do not reflect the changes to Settlement Funding Assessment made for authorities with increased Business Rate Retention arrangements. For information about authorities with increased Business Rates Retention Arrangements see the Explanatory Note. For Settlement Funding Assessment figures after adjustments for increased Business Rate Retention authorities please see the Key Information for Local Authorities table.

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Growth, Core Grants and Inflation Summary

Appendix 3A

Title	Reference	Growth Type	Directorate	Service	2023-24 £'000	2024-25 £'000	2025-26 £'000	Total £'000
General Fund								
New Growth Proposals								
Educational Psychology Statutory Service	GRO / CHI 001 / 23-24	Unavoidable Growth	Children and Culture	Education	352	-	-	**352**
Special Educational Needs and Disabilities (SEND) Improvement	GRO / CHI 002 / 23-24	Unavoidable Growth	Children and Culture	Education	727	-	-	**727**
Provision of Universal Primary School Free School Meals	GRO / CHI 003 / 23-24	Mayoral Priority	Children and Culture	Education	-	2,000	-	**2,000**
Provision of Universal Secondary School Free School Meals	GRO / CHI 004 / 23-24	Mayoral Priority	Children and Culture	Education	2,820	890	-	**3,710**
Post 16 Education Maintenance Allowance	GRO / CHI 005 / 23-24	Mayoral Priority	Children and Culture	Education	500	-	-	**500**
University Bursary Fund	GRO / CHI 006 / 23-24	Mayoral Priority	Children and Culture	Education	600	-	-	**600**
Young Tower Hamlets	GRO / CHI 007 / 23-24	Mayoral Priority	Children and Culture	Tower Hamlets Youth Service	6,089	2,411	-	**8,500**
Leisure Service Insourcing	GRO / CHI 008 / 23-24	Mayoral Priority	Children and Culture	Sport & Physical Activity	1,925	-	(1,650)	**275**
Performance Data Improvement – Children & Adults	GRO / CHI 009 / 23-24	Investment	Children and Culture	Commissioning and Culture	150	-	(150)	**-**
Community Language Provision	GRO / CHI 010 / 23-24	Mayoral Priority	Children and Culture	Commissioning and Culture	800	-	-	**800**
Youth Justice Service Improvements	GRO / CHI 011 / 23-24	Investment	Children and Culture	Youth Justice and Young People's Service	45	(45)	-	**-**
Improving Community Safety - CCTV	GRO / HAC 001 / 23-24	Mayoral Priority	Health, Adults and Community	Community Safety	68	-	-	**68**
Improving Community Safety - Tower Hamlets Enforcement Officers	GRO / HAC 002 / 23-24	Mayoral Priority	Health, Adults and Community	Community Safety	2,829	-	-	**2,829**
Improving Community Safety - Additional Police Officers (Community Constabulary)	GRO / HAC 003 / 23-24	Mayoral Priority	Health, Adults and Community	Community Safety	1,573	-	-	**1,573**
Free home care - introduction of free community care services under the Care Act	GRO / HAC 004 / 23-24	Mayoral Priority	Health, Adults and Community	Adult Social Care	-	2,434	-	**2,434**
Invest in Our Provision of Care for Vulnerable Members of the Community - Adult Social Care Inspection & Assurance	GRO / HAC 005 / 23-24	Investment	Health, Adults and Community	Adult Social Care	203	(203)	-	**-**
Demographic Pressures in Adult Social Care	GRO / HAC 006A / 23-24	Unavoidable Growth	Health, Adults and Community	Adult Social Care	1,460	6,804	4,463	**12,727**
Demographic Pressures in Adult Social Care (funded by 2% ASC precept in 2023-24)	GRO / HAC 006B / 23-24	Unavoidable Growth	Health, Adults and Community	Adult Social Care	2,540	-	-	**2,540**
Fire Safety and the Future of Building Control	GRO / PLA 001 / 23-24	Unavoidable Growth	Place	Planning and Building Control	401	464	-	**865**
New Local Plan – Truman Brewery Estate Masterplan	GRO / PLA 002 / 23-24	Investment	Place	Planning and Building Control	45	10	(55)	**-**
Transfer of responsibilities from London Legacy Development Corporation	GRO / PLA 003 / 23-24	Budget Pressure	Place	Planning and Building Control / Public Realm	26	-	(26)	**-**
Encouraging community engagement and improved standards of environmental quality	GRO / PLA 004 / 23-24	Mayoral Priority	Place	Public Realm	109	(109)	-	**-**
Waste Treatment and Disposal	GRO / PLA 005 / 23-24	Unavoidable Growth	Place	Public Realm	155	(155)	-	**-**
Arboriculture	GRO / PLA 006 / 23-24	Unavoidable Growth	Place	Public Realm	51	-	-	**51**
Full fund housing enforcement officers to hold landlords to account	GRO / PLA 007 / 23-24	Mayoral Priority	Place	Environmental Health and Trading Standards	168	56	-	**224**
Energy Performance Certificates Programme for Leased Properties	GRO / PLA 008 / 23-24	Budget Pressure	Place	Property and Major Programmes	45	(45)	-	**-**
Tackling Poverty Team	GRO / PLA 009 / 23-24	Mayoral Priority	Place	Growth and Economic Development	-	700	-	**700**
Low Carbon Fuel Supply	GRO / PLA 010 / 23-24	Mayoral Priority	Place	Transport Services Unit	180	-	-	**180**
Democratic Services Support to Elected Members	GRO / CEO 001 / 23-24	Mayoral Priority	Chief Executive's Office	Democratic Services	114	-	-	**114**
Improving casework to deliver the Council's Strategic Plan	GRO / CEO 002 / 23-24	Mayoral Priority	Chief Executive's Office	Mayor's Office	1,402	-	(480)	**922**
Developing a Vibrant Voluntary and Community Sector (VCS)	GRO / CEO 003 / 23-24	Mayoral Priority	Chief Executive's Office	Strategy, Improvement and Transformation	1,255	-	-	**1,255**
Strengthening Community Cohesion	GRO / CEO 004 / 23-24	Mayoral Priority	Chief Executive's Office	Strategy, Improvement and Transformation	83	-	-	**83**
Customer Services - Telephone System Improvements	GRO / RES 001 / 23-24	Mayoral Priority	Resources	Customer Services	200	(135)	-	**65**
Customer Services - Residents' Hub	GRO / RES 002 / 23-24	Mayoral Priority	Resources	Customer Services	1,104	-	-	**1,104**
Digital Heritage Preservation	GRO / RES 003 / 23-24	Investment	Resources	Customer Services	-	13	-	**13**
Information Governance – Records Management and IG Support	GRO / RES 004 / 23-24	Investment	Resources	Customer Services	111	-	-	**111**
Full Reopening of Idea Store Watney Market	GRO / RES 005 / 23-24	Mayoral Priority	Resources	Customer Services	507	(20)	-	**487**
Cloud Hosting to Improve Applications	GRO / RES 006 / 23-24	Unavoidable Growth	Resources	IT	186	-	-	**186**
Maintaining the Council's Cyber Security	GRO / RES 007 / 23-24	Unavoidable Growth	Resources	IT	265	10	10	**285**
Audio Visual Service in New Town Hall	GRO / RES 008 / 23-24	Unavoidable Growth	Resources	IT	120	(50)	-	**70**
Microsoft Licence Costs Increase	GRO / RES 009 / 23-24	Unavoidable Growth	Resources	IT	360	-	-	**360**
Bank transaction fees for increased online and phone card payments	GRO / RES 010 / 23-24	Unavoidable Growth	Resources	Revenues and Benefits	200	25	25	**250**
Levies	GRO / COP 001 / 23-24	Unavoidable Growth	Corporate	Corporate	122	87	46	**255**
Leisure Centre Energy Crisis Financial Support	GRO / COP 002 / 23-24	Budget Pressure	Corporate	Corporate	698	-	-	**698**
Energy Price Increases – Corporate Property	GRO / COP 003 / 23-24	Unavoidable Growth	Corporate	Corporate	3,540	109	117	**3,766**
TOTAL NEW GROWTH					**34,128**	**15,251**	**2,300**	**51,679**

Growth, Core Grants and Inflation Summary

Appendix 3A

Title	Reference	Growth Type	Directorate	Service	2023-24 £'000	2024-25 £'000	2025-26 £'000	Total £'000
Growth and Adjustments (originally agreed by previous administration indicatively)								
Community Safety - Increasing Safety	GRO / HAC 002 / 22-23	Mayoral Priority	Health, Adults and Community	Community Safety	(675)	-	-	**(675)**
Carers Support and Wellbeing	GRO / HAC 003 / 22-23	Mayoral Priority	Health, Adults and Community	Integrated Commissioning	(374)	-	-	**(374)**
Supporting Older Residents to Maintain their Independence and Lead Healthy and Happy Lives	GRO / HAC 004 / 22-23	Mayoral Priority	Health, Adults and Community	Adult Social Care / Integrated Commissioning	(300)	-	-	**(300)**
Special Educational Needs & Disabilities (SEND) Improvement Plan	GRO / CHI 002 / 22-23	Unavoidable Growth	Children and Culture	Special Educational Needs & Disabilities (SEND)	(249)	-	-	**(249)**
Bounce Back Programme – creative, sporting and community events	GRO / CHI 003 / 22-23	Mayoral Priority	Children and Culture	Sports, Leisure and Culture	(450)	-	-	**(450)**
TH...IS Youth Offer	GRO / CHI 004 / 22-23	Mayoral Priority	Children and Culture	Youth Justice and Young People's Service	(460)	-	-	**(460)**
Born in Covid	GRO / CHI 005 / 22-23	Mayoral Priority	Children and Culture	Early Years - Early Education and Childcare	(500)	-	-	**(500)**
Fire Safety Team Funding for Cladding and Remediation	GRO / PLA 001 / 22-23	Unavoidable Growth	Place	Housing & Regeneration, Planning & Building Control, and Public Realm	(35)	(636)	-	**(671)**
New Local Plan funding	GRO / PLA 002 / 22-23	Unavoidable Growth	Place	Planning and Building Control – Strategic Planning	(40)	(220)	-	**(260)**
Environment Enforcement and Neighbourhood Management	GRO / PLA 006 / 22-23	Mayoral Priority	Place	Public Realm	(474)	-	-	**(474)**
Recycling and Behavioural Change	GRO / PLA 007 / 22-23	Mayoral Priority	Place	Public Realm	(163)	-	-	**(163)**
Waste Operations	GRO / PLA 008 / 22-23	Mayoral Priority	Place	Public Realm	(910)	-	-	**(910)**
Increased support for Energy Bills	GRO / PLA 009 / 22-23	Mayoral Priority	Place	Growth and Economic Development	(200)	-	-	**(200)**
Food Distribution Hub	GRO / PLA 010 / 22-23	Mayoral Priority	Place	Growth and Economic Development	(370)	-	-	**(370)**
Provision for 50+ Employment Support	GRO / PLA 011 / 22-23	Mayoral Priority	Place	Employment and Skills	(465)	-	-	**(465)**
Digital Inclusion Ambassador	GRO / CHE 001 / 22-23	Mayoral Priority	Chief Executive's Office	Strategy, Improvement and Transformation	(35)	(35)	-	**(70)**
Retention of PowerGate	GRO / RES 001 / 22-23	Budget pressure	Resources	IT	(80)	-	-	**(80)**
Concessionary Fares - one-off budget adjustment	GRO / PLA 012 / 22-23	Budget adjustment	Place	Mobility Support, Public Realm	3,000	-	-	**3,000**
Review of Corporate Support Recharges	GRO / COP 004 / 23-24	Unavoidable Growth	Corporate	Corporate	1,712	-	-	**1,712**
TOTAL NEW GROWTH AND ADJUSTMENTS (originally agreed by previous administration indicatively)					**(1,068)**	**(891)**	**-**	**(1,959)**
Core Grants								
Social Care Grant	GRA / COP 001 / 23-24	Core Grant	Children and Culture	Children Social Care	(24)	-	-	**(24)**
Social Care Grant	GRA / COP 002 / 23-24	Core Grant	Health, Adults and Community	Adult Social Care	(71)	-	-	**(71)**
Social Care Grant - now includes Independent Living Fund grant	GRA / COP 003 / 23-24	Core Grant	Health, Adults and Community	Adult Social Care	384	-	-	**384**
Social Care Grant - corporate contingency for Social Care pressures	GRA / COP 004 / 23-24	Core Grant	Corporate	Corporate	-	14,110	-	**14,110**
Improved Better Care Fund	GRA / COP 005 / 23-24	Core Grant	Health, Adults and Community	Adult Social Care	(332)	-	-	**(332)**
ASC Discharge Fund	GRA / COP 006 / 23-24	Core Grant	Health, Adults and Community	Adult Social Care	2,357	1,580	-	**3,937**
ASC Market Sustainability & Improvement Fund	GRA / COP 007 / 23-24	Core Grant	Health, Adults and Community	Adult Social Care	2,160	2,570	-	**4,730**
ASC Market Sustainability & Improvement Fund	GRA / COP 008 / 23-24	Core Grant	Resources	Revenues and Benefits / Finance, Procurement and Audit	281	-	-	**281**
Public Health Grant	GRA / COP 009 / 23-24	Core Grant	Health, Adults and Community	Public Health	1,225	786	802	**2,814**
Revenue Support Grant - now includes Local Council Tax Support Admin Grant	GRA / COP 010 / 23-24	Core Grant	Resources	Revenues and Benefits	724	-	-	**724**
Revenue Support Grant - new funding for Allergen Labelling Enforcement (Natasha's Law)	GRA / COP 011 / 23-24	Core Grant	Place	Environmental Health and Trading Standards	10	-	-	**10**
Homelessness Prevention Grant	GRA / COP 012 / 23-24	Core Grant	Place	Homelessness	(52)	70	-	**18**
TOTAL CORE GRANTS					**6,662**	**19,116**	**802**	**26,581**
Inflation								
Pay Inflation	INF / COP 001 / 23-24	Pay Inflation	Corporate	Corporate	10,900	3,800	3,800	**18,500**
Contractual Inflation	INF / COP 002 / 23-24	Non-Pay Inflation	Corporate	Corporate	9,000	6,200	3,100	**18,300**
TOTAL INFLATION					**19,900**	**10,000**	**6,900**	**36,800**
Growth, Core Grants and Inflation (fully agreed by previous administration)								
Levies	GRO / COP 001 / 21-22	Unavoidable Growth	Corporate	Corporate	62	-	-	**62**
Mulberry Place - short term rent increase	GRO / PLA 001 / 21-22	Budget Pressure	Place	Property & Major Projects	(1,200)	-	-	**(1,200)**
Social Care Grant (from SR19)	GRA / COP 001 / 21-22	Core Grant	Children & Culture	Children Social Care	24	-	-	**24**
Social Care Grant (from SR19)	GRA / COP 002 / 21-22	Core Grant	Health, Adults & Community	Adult Social Care	71	-	-	**71**
Improved Better Care Fund	GRA / COP 003 / 21-22	Core Grant	Health, Adults & Community	Adult Social Care	332	-	-	**332**
Public Health Grant	GRA / COP 004 / 21-22	Core Grant	Health, Adults & Community	Public Health	718	-	-	**718**
Homelessness Prevention Grant	GRA / COP 005 / 21-22	Core Grant	Place	Homelessness	118	-	-	**118**
Rough Sleeping Initiative	GRA / COP 006 / 21-22	Core Grant	Place	Homelessness	12	-	-	**12**
Pay Inflation	INF / COP 001 / 21-22	Inflation	Corporate	Corporate	3,100	-	-	**3,100**
Contractual Inflation	INF / COP 002 / 21-22	Inflation	Corporate	Corporate	3,400	-	-	**3,400**
TOTAL GROWTH, CORE GRANTS AND INFLATION (fully agreed by previous administration)					**6,637**	**-**	**-**	**6,637**

Growth, Core Grants and Inflation Summary

Appendix 3A

Title	Reference	Growth Type	Directorate	Service	2023-24 £'000	2024-25 £'000	2025-26 £'000	Total £'000
Housing Revenue Account								
New Growth Proposals								
Minimum Energy Efficiency Standards – Energy Performance Certificates Programme for HRA Leased properties	GRO / HRA 001 / 23-24	Budget Pressure	Housing Revenue Account	Housing Revenue Account	116	(116)	-	-
Housing Management Functions – Strategic Review and Consultation	GRO / HRA 002 / 23-24	Mayoral Priority	Housing Revenue Account	Housing Revenue Account	213	(213)	-	-
Compliance with Building Safety Act	GRO / HRA 003 / 23-24	Unavoidable Growth	Housing Revenue Account	Housing Revenue Account	858	(858)	-	-
TOTAL NEW GROWTH					**1,187**	**(1,187)**	**-**	**-**
Growth Proposals (originally agreed by previous administration indicatively)								
LBTH New HRA Building Safety Obligations and Recruitment	GRO / HRA 001 / 22-23	Unavoidable Growth	Housing Revenue Account	Housing and Regeneration	248	-	-	**248**
External Wall System Surveys	GRO / HRA 003 / 22-23	Unavoidable Growth	Housing Revenue Account	Housing and Regeneration	-	(353)	-	**(353)**
New Contracts - Asbestos Surveys, Fire Risk Assessments, Stock Condition Surveys and Water Risk Assessments	GRO / HRA 005 / 22-23	Unavoidable Growth	Housing Revenue Account	Housing and Regeneration	(70)	(29)	-	**(99)**
TOTAL GROWTH (originally agreed by previous administration indicatively)					**178**	**(382)**	**-**	**(204)**
TOTAL HRA GROWTH PROPOSALS					**1,365**	**(1,569)**	**-**	**(204)**

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GROWTH PROPOSAL

Proposal Title:	Educational Psychology Statutory Service

Reference:	GRO / CHI 001 / 23-24	**Growth Type:**	Unavoidable Growth
Directorate:	Children and Culture	**Growth Service Area:**	Education services
Directorate Service:	Education	**Strategic Priority Outcome:**	3. Accelerating education
Lead Officer and Post:	John O'Shea, Head of Special Educational Needs	**Lead Member and Portfolio:**	Cllr Maium Talukdar, Statutory Deputy Mayor & Cabinet Member for Education and Lifelong Learning

Financial Impact:	Current Budget 2022-23	Growth 2023-24	Growth 2024-25	Growth 2025-26	Total Growth
Budget (£000)	1,628	352	-	-	352

Staffing Impact (if applicable):	Current 2022-23	FTE Increase 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	Total FTE Increase
Employees (FTE) or state N/A	17	4	-	-	4

Proposal Summary:

A bid to increase staffing within the Educational Psychology Service (EPS) by 4 FTE to cover the significant increase in demand for assessment of children and young people with Special Educational Needs for Education, Health and Care Plan (EHCPs).

The funding of the Tower Hamlets Educational Psychology Service is provided by 3 sources:

1. The General Fund, which provides for the activities of the Educational Psychology Service that are statutory, most notably, the assessing and writing of Educational Psychology Advice to inform the decision-making process related to requests for EHCPs for children and young people with special Educational needs. Under the SEND Code of Practice (2015) where the Local Authority agrees to carry out a needs assessment of a child or young person with special educational needs it must seek advice from a number of sources, including Educational Professionals, usually in the child or young person's current school or setting, health and care professionals and an Educational Psychologist. This statutory advice is funded by the LA's general fund. The resources allocated have not kept pace with demand in this area of critical statutory work. Before an Education Health and Care plan can be agreed or declined, an assessment from an Educational Psychologist is required under the Children and Families Act 2014.
2. De-delegated funding for the Dedicated Schools Grant, agreed by the School's Forum. This funding ensures that maintained schools in Tower Hamlets are assured of a number of visits from an Educational Psychologist each academic year.
3. Traded Income. Educational Psychology support is commissioned by schools and other educational settings to support pre-statutory support for children and young people with additional needs, including special educational needs. This early help to schools is a key part of enabling them to meet the needs of those children at SEN Support level and supports work to reduce the number of requests for Education, Health and Care Needs Assessments (EHCNAs).

Educational Psychology is a specialist support service for children with Special Educational Needs and the importance of educational psychology advice to the EHCP process is recognised by the fact that Local authorities are under a statutory duty to provide EP advice towards an EHCP Needs Assessment. Educational Psychology advice and it forms part of the evidence bundle when issuing an EHCP. Advice to the SEN service should be completed within the first 12 weeks of the assessment process, ideally sooner than that. The increased demand for needs assessments and the lack of capacity, due to under investment in the service for several years, has led to delays in Educational Psychology in assessments, impacting upon the 20 week statutory timescale for completing and issuing EHCPs. Timeliness and quality of plans must be considered together, for the performance of the SEN service against the 20-week timescale of EHCNAs, for the quality of our Plans as an area of improvement in our WSOA, and to ensure the reputation of the Local Authority and protect itself against claims of maladministration if subject to any Judicial Review on overdue and out of timescale EHCNAs.

Tower Hamlets has historically high levels of need with one of the highest percentages of EHCPs in the country, Since the pandemic and in line with national trends, Tower Hamlets has experienced unprecedented demand for assessments of children and young people with special educational needs for Education, Health and Care Plans. Demand for assessments has

risen by almost 50% since January 2022. The average number of new requests for assessment from parents and educational settings rose from approximately 30 to 35 per month in the years from 2018-2021.

Currently the LA's General Funding provides 650 days for assessment and writing of advices. Based on the figure of 40 advice requests a month needing Educational Psychology advice and the average time for each advice being 2.12 days to complete, depending upon whether or not any pre-statutory work/assessment has happened with the child or young person; or whether a private EP has been commissioned by the school/setting to work with the child. This means that the service requires 1017 days for assessment and advice writing, leaving the service 368 days. At 2.12 days per assessment 650 days amounts to 307 advices per academic year. Based on 480 annual requests for advice this leaves a shortfall of 173 pieces of advice.

By increasing the service capacity by 4 additional EPs the capacity would be added to ensure that all statutory advices are completed and submitted to SEN Service within statutory deadlines, it would also mean that working with the SEN Service to ensure EPS attendance at key phase transition Annual Reviews at secondary transfer and for young people post-19 we would ensure that a vulnerable group of children and young people and their families are supported to make key decisions as they move towards adulthood and support the Local Authorities duty in regards to the management of Special Educational Needs provision. This increased capacity would also meet the mayoral commitment to restore specialist support for children and young people with Special Educational Needs and Disabilities as a boroughwide service by giving children and young people increased access to Educational Psychology support at SEN Support and for those with EHCPs.

Budgeted Outcomes / Accountability (focus on improved performance):

This proposal supports the following priorities in the Council's Strategic Plan 2022 -2026:

Priority 1: Tackling the cost of living (We will address inequalities in access to good jobs and leadership development, so young people and residents from all backgrounds can develop their careers).

- Increasing the capacity of the EP Service to complete the demanding levels of statutory advice will ensure that children and young people with SEND receive the right support at the right time and enable them and their families to access education, training and employment opportunities.

Priority 3: Accelerate Education (We will implement our action plans to improve support for children and young people with Special Educational Needs and Disabilities and children in trouble with the law. We will strive to Improve support for children and young people with Special Educational Needs and Support education achievement through a series of learning interventions and financial support)

- Increased EP capacity will improve the timeliness of EHCPs. Targeting EP involvement in phase transfer Annual Reviews, co-produced with parents and young people, will increase resident confidence in the Local Area SEND system as a whole and through the gathering of user feedback on the process and the systematic recording of outcomes, will demystify the annual review process for parents, increasing transparency and allowing the service to respond to the needs of the community.

Priority 6: Empower communities and Fight crime (Uphold and protect equality and diversity in all circumstances)

Priority 8: A council that listens and works for people (Implement a rigorous improvement programme for those services subject to external inspection, and those that are no

Expected improvements
All statutory advice requested for EHCP Needs assessments will be completed within statutory timescales (six weeks from the decision to assess and no later than 12 weeks into the needs assessment process).
100% of targeted phase transfer annual reviews will be attended by an Educational Psychologist as part of the LA's management of SEND provision.

Risks and Implications:

- A lack of capacity for the Educational Psychology Service to carry out the statutory duty to provide advice for EHC Needs Analysis will result in further delays to the timeliness of EHCPS and the efforts to ensure that the SEN Service continues its journey of improvement in terms of EHCP timeliness.
- Reputational damage - Reduction in the local community's confidence – parents and educational settings - in the LA; School frustrations with the Service lead to more opting out of the traded service.

- Increase in tribunal and mediation cases – may increase the costs for parental choices of out of borough provision
- Increase in going to Ombudsman and potential compensation payments
- Non-compliance with statutory duties
- Financial costs to the LA as a national workforce shortage of Educational Psychologists may mean that additional posts cannot be filled and Locum EP services will need to be commissioned to meet statutory duties.
- Inspection risk - scrutiny of EHCP timeliness by the DFE will lead to risk of a failed re-inspection even if current Written Statement of Action targets are met.

Value for Money and Efficiency:

This investment will address the limited capacity for the service to complete statutory advices, without the need to contract work out to expensive locum provision, which costs over £1100 per piece of advice. This represents better value for residents.

A further service review, looking at traded services and team management structure, will be completed to ensure a sustainable service. The increase in capacity will also ensure the quality of plans and timeliness of advice leading to improvement in overall timeliness in the issuing of EHCPs. This will lead to fewer complaints and increase the efficiency of the entire SEN Service. This will improve the quality of provision for children and young people with SEND.

A more efficient annual review process will support the plan to manage the high needs funding block overspend ensuring efficient review and monitoring of all high needs top-ups distributed to children and young people with EHCPs.

It will support the LA's work to demonstrate the pace and impact required by the written statement of action following the joint Ofsted/CQC inspection, avoiding further intervention from central government and the further associated resourcing costs.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	Yes	Improvement in services.
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA be required?	No

Additional Information and Comments:

GROWTH PROPOSAL

Proposal Title:	**Special Educational Needs and Disabilities (SEND) Improvement**

Reference:	GRO / CHI 002 / 23-24	**Growth Type:**	Unavoidable Growth
Directorate:	Children and Culture	**Growth Service Area:**	Education services
Directorate Service:	Education	**Strategic Priority Outcome:**	3. Accelerating education
Lead Officer and Post:	John O'Shea, Head of Special Educational Needs	**Lead Member and Portfolio:**	Cllr Maium Talukdar, Statutory Deputy Mayor & Cabinet Member for Education and Lifelong Learning

Financial Impact:	Current Budget 2022-23	Growth 2023-24	Growth 2024-25	Growth 2025-26	Total Growth
Budget (£000)	6,558	727	-	-	727

Staffing Impact (if applicable):	Current 2022-23	FTE Increase 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	Total FTE Increase
Employees (FTE) or state N/A	35	13	-	-	13

Proposal Summary:

This proposal is a request to maintain the agreed levels of approved growth for 2022-23 into the 2023-24 financial year in order to maintain the service improvements achieved via the growth funding implemented in 2022-23 and to meet the demands of demographic growth. In 2022-23 the SEN Service bid for growth of £643,174 was agreed, which was a combination of long term and short-term growth to support the work to improve statutory services for Special Educational Needs, following the Special Educational Needs Joint Local Area Inspection in June of 2021. The original bid included a year 2 reduction of £249,178 in 2023-24, related to the removal of the short-term element of the bid, however increased demand upon the service, the need to embed good practice and to ensure that all out of timescale work means that it is no longer possible to reduce to that level of capacity and maintain performance.

This Growth bid is in line with Council's Strategic Plan 2022 -2026 priorities as follows:
Priority3: Accelerate Education

- we will implement our action plans to improve support for children and young people with Special Educational Needs and Disabilities and children in trouble with the law
- improve support for children and young people with Special Educational Needs

Priority 6: Empower Communities and Fight Crime

- uphold and protect equality and diversity in all circumstances

Priority 8: A council that listens and works for everyone

- implement a rigorous improvement programme for those services subject to external inspection and those that are not

There is further additional growth required to support changes being introduced to the collection of statutory returns to the DFE (the SEN 2 Data return and the Alternative Provision return) and to manage the increased pressure on that part of the service that deals with placements of children and young people in order to provide settings with timely support and to rigorously monitor the attendance of children with special educational needs.

The SEN Service is a statutory service that assesses, issues and reviews Education, Health and Care plans for children and young people who have Special Educational Needs and who require levels of support beyond what their schools/educational settings receive from central government. These top-ups to settings are funded via the Dedicated Schools Gant but the service is funded via the General Fund. The growth for 2022-23 was recognition of long-term underfunding of the service and a response to the written statement of action received following the June 2021 Local Area SEND Inspection. Additional funding has meant that clear processes are now in place to ensure the timely administration of the Education, Health and Care Plans (EHCPs), the annual review of EHCPs and the Quality Assurance of plans. Work has continued to improve the timeliness of EHCPs and to reduce the number of ongoing assessments beyond the statutory 20-week timescale. There have been month by month increases in the number of EHCPs issued within 20 weeks as our improvement plan takes effect.

The need for this investment is also driven by the year-on-year increase in the numbers of children and young people with an EHCPs, and in the context of savings being delivered by the previous administration.

Increased demand for EHCP assessments Baseline 2019 – 2022: 3 year trend but mindful of the disruption caused by COVID is illustrated in the table below:

Year	2019	2020	2021	2022* (to Sept 2022)
Number EHCPs	3016 *(Croydon 3161, Hackney 2249, Newham 1300, London average 2058)*	3257 *(Croydon 3394, Hackney 2645, Newham 1606, London average 2256)*	3464 *(Croydon 3556, Hackney 3062, Newham 1867; London average 2443)*	3781
% of EHCPs (national)	4.6% (3.1%)	5.1% (3.3%)	5.2% (3.7%)	5.4% (4.0%)

During 2020, at the height of the pandemic demand for requests for EHC needs assessments dropped, however, this has been followed by significant increases in demand as the country returns to business as usual. Nationally the number of requests for new assessments rose by 23% in 2021 and this high level of demand has continued throughout 2022.
Tower Hamlets has historically high levels of need with one of the highest percentages of EHCPs in the country. Since the pandemic and in line with national trends, Tower Hamlets has experienced unprecedented demand for assessments of children and young people with special educational needs for Education, Health and Care Plans. Demand for assessments has risen by almost 50% since January 2022.

The average number of new requests for assessment from parents and educational settings rose from approximately 30 to 35 per month in the years from 2018-2021. In the first 7 months of the 2022 calendar year, the average number of requests per month has been 52.
There are statutory duties relating to the administration of assessment requests that mean that a request for assessment, which may be refused, will still involve significant casework for the first six weeks of the process.

An additional post of a coordinator has been included to bring together the coordination of all the different elements of the SEN programme and the drive to improvement through this coordination and data. There is also a new inspection framework that will make this role particularly important in the coming year as well as the support in delivering our better value programme.

Budgeted Outcomes / Accountability (focus on improved performance):

The Annual Reviews process will inform decision making in relation to appropriate educational placements and in supporting young people in their preparation for adulthood and employment. Maintaining the original service growth will enable a proactive response to future demographic growth and increase resident confidence in the range of support, education and training available for children and young people with SEND. Adding the additional growth will ensure that educational settings will receive support for children and young people in a timely manner and that the attendance of children and young people with EHCPs will be tracked and monitored in a proactive and rigorous way. Statutory DFE SEN2 returns and Alternative Provision returns will have be set up to maintain pupil level data as outlined in the changes being introduced.

The improved annual review process, co-produced with parents and young people will increase resident confidence in the Local Area SEND system as a whole and through the gathering of user feedback on the process and the systematic recording of outcomes, will demystify the annual review process for parents, increasing transparency and allowing the service to respond to the needs of the community. Regular reporting of service user feedback, statutory timescales and progress against individual outcomes will ensure accountability.

Expected improvements
Systems within the SEN Service for reviewing and recording outcomes, and the amendments made to plans following annual reviews have been reviewed and improved and will be scrutinised through our Sector Led Improvement Partnership with another Local Authority. This work will inform the feedback submitted to the DFE and NHS England in regular meetings to monitor the Written Statement of Action.
Improvements in timeliness of issuing EHCPs will continue and the objective is for them to exceed national levels and London levels. The annual review action plan and this growth proposal will continue to require the service to regularly report performance data, as prescribed in the SEND Code of Practice, via the SEND Governance system.

Risks and Implications:

- Reputational - Reduction in the local community's confidence in the LA
- Increase in tribunal and mediation cases – may increase the costs for parental choices of out of borough provision
- Increase in cases going to Ombudsman and potential compensation payments

- Non-compliance with statutory duties (Children and Families Act 2014, SEN Code of Practice 2015)
- Written Statement of Action not delivered – failure to meet the significant weaknesses identified in the Written Statement of Action, leading to further action from Ofsted/CQC and central government.
- Adverse inspection judgement at next re-inspection of the local area under the new Inspection Framework which is currently under consultation and due to be introduced early in 2023.

Value for Money and Efficiency:

This investment will bring the capacity in line with neighbouring LAs and deliver better value for residents.

The increase in capacity will also enable data held within the service to be used more effectively in future planning and in meeting the outcomes of children and young people. This will improve the quality of provision for children and young people with SEND.

Increased parental confidence will reduce requests for out of borough provisions.

A more efficient annual review process will support the plan to manage the high needs funding block overspend ensuring efficient review and monitoring of all high needs top-ups distributed to children and young people with EHCPs. One of the areas of greatest pressure is the levels of post-19 young people with EHCPs. Increased capacity and monitoring of the Annual Review process will ensure that support via EHCPs for young people over 19 is targeted appropriately and that where plans can be ceased, they are done so in a timely way.

It will enable the LA to demonstrate the pace and impact required by the written statement of action following the joint Ofsted/CQC inspection, avoiding further intervention from central government and the further associated resourcing costs.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA be required?	No

Additional Information and Comments:

GROWTH PROPOSAL

Proposal Title:	Provision of Universal Primary School Free School Meals

Reference:	GRO / CHI 003 / 23-24	**Growth Type:**	Mayoral Priority
Directorate:	Children and Culture	**Growth Service Area:**	Education services
Directorate Service:	Education	**Strategic Priority Outcome:**	3. Accelerating education
Lead Officer and Post:	Steve Nyakatawa, Director of Education	**Lead Member and Portfolio:**	Cllr Maium Talukdar, Statutory Deputy Mayor & Cabinet Member for Education and Lifelong Learning

Financial Impact:	Current Budget 2022-23	Growth 2023-24	Growth 2024-25	Growth 2025-26	Total Growth
Budget (£000)	-	-	2,000	-	2,000

Staffing Impact (if applicable):	Current 2022-23	FTE Increase 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	Total FTE Increase
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

It is a continuing Tower Hamlets Council priority to provide universal free school meals to all primary school age children in the borough. Currently funding is provided directly to Schools from the Dedicated Schools Grant (DSG) through the schools funding formula. This supports providing free school meals to all children eligible through income based assessment and through a specific grant for universal provision for Children in Reception and Key Stage 1. Tower Hamlets currently extends the universal provision to all children at Key Stage 2, through direct Council funding. There is currently agreement to fund £2m in 2023-24 from the Free School Meals reserve, on top of £1m per year provided through the Public Health grant. These funds are included in the council's medium term financial strategy.

This permanent growth bid requests the continuation of the offer beyond 2023-24 as £2m base budget (with the continued extra £1m per year funding from the Public Health grant).

Budgeted Outcomes / Accountability (focus on improved performance):

Free school meals are associated with improved educational engagement, better attendance at school, improved level concertation, behaviour, health and well-bring.

There is currently an over 90% per cent take up for the Primary free school meals programme in Tower Hamlets Primary schools.

Reduction in childhood obesity; children have access to a nutritious, healthy school meal and are ready to learn.

High levels of take up encourage Children to develop important social skills through eating and socialising communally.

Continual free meal provision encourages school attendance which is essential to support post Covid catch up for all Children.

Risks and Implications:

If the Mayor's free school meal programme is not funded through this bid, the programme will cease. In addition, the programme is reliant on a public health grant funding of £1m per annum; this would need to continue to maintain the level of spend.

Value for Money and Efficiency:

Having a universal provision ensures that no means testing is required, reducing administration, and making the scheme run at a school level. Schools will not need to process any cash payments for meals reducing issues for schools including the chasing of non-payment.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	Yes	This ensures all children are eligible for the service and a nutritious meal regardless of family income.
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA be required?	No

Additional Information and Comments:

GROWTH PROPOSAL

Proposal Title:	**Provision of Universal Secondary School Free School Meals**

Reference:	GRO / CHI 004 / 23-24	**Growth Type:**	Mayoral Priority
Directorate:	Children and Culture	**Growth Service Area:**	Education services
Directorate Service:	Education	**Strategic Priority:**	3. Accelerating education
Lead Officer and Post:	Steve Nyakatawa, Director of Education	**Lead Member and Portfolio:**	Cllr Maium Talukdar, Statutory Deputy Mayor & Cabinet Member for Education and Lifelong Learning

Financial Impact:	Current Budget 2022-23	Growth 2023-24	Growth 2024-25	Growth 2025-26	Total Growth
Budget (£000)	-	2,820	890	-	3,710

Staffing Impact (if applicable)**:**	Current FTE 2022-23	FTE Increase 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	Total FTE Increase
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

Tower Hamlets Council has provided universal free school meals to all primary school age children since 2014. Consideration is now being made to extend this provision to all Secondary School age Children. Currently funding is provided directly to Schools from the Dedicated Schools Grant (DSG) through the schools funding formula and supports the provision of free school meals to all children eligible through income-based assessment. This currently represents 42% of the current Secondary School population.

Extending free school meals to all would require funding to support the remaining 58% of Children currently not eligible for support. These children currently pay for food at School or bring food from home.

The costing for extending the scheme is based on a 90% take up with a meal cost of £2.50. Some children will still elect to bring a lunch from home. There are no assumptions relating to additional staff or facilities at Schools which we would expect to be covered from the school's budget although that assumption is yet to be tested and so there may yet be additional costs. Assumptions are also made on the notional additional sales income from extra subsided diners. Costs are based on Autumn term 2021 roll data. There is considerable work that needs to be completed with Secondary Schools to identify how this will be delivered to ensure all the outcomes are achieved, the logistics for individual Schools and the administrative costs for extending this scheme.

The proposal supports the following priority in the Council's Strategic Plan 2022 -2026:
Priority 1: Tackling the cost of living crisis (Support children and young people through a package of measures including **universal Free School Meals throughout primary and secondary schools**, educational maintenance allowances for those in post-16 years, and bursaries for young people who want to go to university)
(**Wage war on child poverty**, as well as loneliness, social isolation and poverty among our older residents)

The proposed date of implementation is September 2023.

Budgeted Outcomes / Accountability (focus on improved performance):

Free school meals are associated with improved educational engagement, better attendance at school, improved levels of concertation, behaviour, health and well-bring.

Reduction in childhood obesity; children have access to a nutritious, healthy school meal and are ready to learn. (Priority 5: Strategic Plan – implement a borough-wide healthy child weight programme)

Support for families to mitigate the current cost of living pressures.

High levels of take up encourage Children to develop important social skills through eating and socialising communally.

Continual free meal provision encourages school attendance which is essential to support post Covid catch up for all Children.

Risks and Implications:

Schools' capacity to provide staff, facilities and space may be limited if there is a much larger throughput at mealtimes. Consideration would need to be given to ensure meal choice is targeted to healthy options and not simply meeting demand.

Value for Money and Efficiency:

The funding to provide a universal provision is a significant ongoing pressure on reserves and whilst supporting the cost-of-living pressure it is not targeted at those most in need who would currently meet most of the eligibility criteria for free school meals.
An alternative option is to have a more targeted approach which will support the next cohort of children and young people most in need. These families' household incomes are just above the benefits eligibility criteria (these families have been described as being 'in work poverty' – they do not earn enough to meet the cost of living). This option could reduce pressure on reserves but also alleviate the cost of living crisis to children and families most in need after the free school meals cohort. This option allows a closer match between need and resources available to be made.

Having a universal provision ensures that no means testing is required, reducing administration, and making the scheme run at a school level. Schools will no longer need to process cash payments for meals reducing issues for schools including the chasing of non-payment.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	Yes	This ensures all children are eligible for the service regardless of family income.
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA be required?	No

Additional Information and Comments:

GROWTH PROPOSAL

Proposal Title:	**Post 16 Education Maintenance Allowance**

Reference:	GRO / CHI 005 / 23-24	**Growth Type:**	Mayoral Priority
Directorate:	Children and Culture	**Growth Service Area:**	Education services
Directorate Service:	Education	**Strategic Priority:**	3. Accelerating education
Lead Officer and Post:	Steve Nyakatawa, Director of Education	**Lead Member and Portfolio:**	Cllr Maium Talukdar, Statutory Deputy Mayor & Cabinet Member for Education and Lifelong Learning

Financial Impact:	Current Budget 2022-23	Growth 2023-24	Growth 2024-25	Growth 2025-26	Total Growth
Budget (£000)	-	500	-	-	500

Staffing Impact (if applicable)**:**	Current FTE 2022-23	FTE Increase 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	Total FTE Increase
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

To achieve the pledge to support young people to stay in Education Post 16 and achieve well. Currently financial support to stay in Education is only available to a limited number of young people directly through their School or College and the DfE. This additional funding would be for those young people that are outside of the eligibility of the current scheme but would still be struggling to afford to access full time Education with the current cost of living pressures affecting the young people and their families. An allocation of £500k per annum would allow 1,250 young people access to the fund if it was set at £400 per pupil which was the level of distribution prior to its cessation, or 1000 young people to access funding if this was increased to £500 per pupil.

The eligibility criteria and financial modelling is not yet complete, although the work is underway with a view to completion by October when proposals will be taken to Cabinet.

This proposal supports the following priorities of the Council's Strategic Plan 2022 -2026:
Priority 1: Tackling the cost of living crisis (Support children and young people through a package of measures including universal Free School Meals throughout primary and secondary school, **educational maintenance allowances for those in post-16 years**, and bursaries for young people who want to go to university)
Priority 2: Accelerate Education (**Increase the opportunities for our young people to go on to Further and Higher Education,** including boosting entrance to Oxford, Cambridge and other Russell Group universities, by working with our schools to provide effective additional support; and we will review our sixth form and college performance)

Budgeted Outcomes / Accountability (focus on improved performance):

The purpose is to support young people in staying in Education, getting better outcomes and better long-term prospects.

Risks and Implications:

The proposals will require an initial level of scoping work to set the levels of eligibility and thereafter additional support from the benefits team to assess claims and process payments. No additional staff have been included in this proposal. There may be some level of risk that young people who are eligible do not claim funding through their schools and that additional pressure is then put against Council resource. Consideration should be given to creating a dedicated post to promote and increase take up of the current government bursary scheme to reduce pressure on Council resources.

Value for Money and Efficiency:

This does not generate any Council efficiency. Investment in our young people would lead to better job prospects and long-term employment levels which in turn would mean less future costs to the public purse.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	Yes	The proposals extend eligibility to children and young people in disadvantaged circumstances and alleviate the impact of the current cost living pressures for children and families most in need of additional support.
Does the change alter access to the service?	Yes	More pupils from disadvantaged backgrounds may access Education due to the additional financial support through the Education Maintenance Allowance.
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA be required?	No

Additional Information and Comments:

GROWTH PROPOSAL

Proposal Title:	**University Bursary Fund**

Reference:	GRO / CHI 006 / 23-24	**Growth Type:**	Mayoral Priority
Directorate:	Children and Culture	**Growth Service Area:**	Education services
Directorate Service:	Education	**Strategic Priority:**	3. Accelerating education
Lead Officer and Post:	Steve Nyakatawa, Director of Education	**Lead Member and Portfolio:**	Cllr Maium Talukdar, Statutory Deputy Mayor & Cabinet Member for Education and Lifelong Learning

Financial Impact:	Current Budget 2022-23	Growth 2023-24	Growth 2024-25	Growth 2025-26	Total Growth
Budget (£000)	-	600	-	-	600

Staffing Impact (if applicable)**:**	Current FTE 2022-23	FTE Increase 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	Total FTE Increase
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

To achieve the pledge in the Council's Strategic Plan to support young people to move on to university from post 16 Education. Currently financial support to go to university is provided through the student loan company which is made in the form of a loan and is repayable. In 2014/15 there was a Scheme called the Mayors Higher Education award, which made Bursary payments of £1,500 per student and funded 400 students per year. The proposed use of reserves of £600k would allow for the same allocation amount for the same number of Students.

As these payments would be made over an Academic year, there is no pro-rata reduction in the first year.

The proposal supports the following priorities of the Council's Strategic Plan 2022-2026:

Priority 1: Tackling the cost of living crisis in the Council's Strategic Plan 2022 -2026 (Support children and young people through a package of measures including universal Free School Meals throughout primary and secondary school, educational maintenance allowances for those in post-16 years, and bursaries for young people who want to go to university)

Priority 2: Accelerate Education (Increase the opportunities for our young people to go on to Further and Higher Education, including boosting entrance to Oxford, Cambridge and other Russell Group universities, by working with our schools to provide effective additional support; and we will review our sixth form and college performance)

Budgeted Outcomes / Accountability (focus on improved performance):

The purpose is to support young people in staying in Education, getting better outcomes and better long-term prospects. Supported students complete their studies successfully and have better career opportunities.

Risks and Implications:

The proposals will require an initial level of scoping work to set the levels of eligibility and thereafter additional support from the benefits team to assess claims and process payments. No additional staff have been included in this proposal. Costs could be reduced if a dedicated post could be secured to support students in finding and applying for university and charity bursaries available at their chosen university. Dedicated resource could also promote take up of government bursaries under EMA.

Value for Money and Efficiency:

This does not generate any Council efficiency. Investment in our young people would lead to better job prospects and long-term employment levels which in turn would mean fewer future costs to the public purse

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	Yes	The proposals extend eligibility for Bursaries to young people in disadvantaged circumstances and go some way to alleviate the impact of the cost living crisis for those young people most in need of additional support.
Does the change alter access to the service?	Yes	More pupils from disadvantaged backgrounds may access University that may otherwise have been discouraged.
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA be required?	No

Additional Information and Comments:

GROWTH PROPOSAL

Proposal Title:	**Young Tower Hamlets**

Reference:	GRO / CHI 007 / 23-24	**Growth Type:**	Mayoral Priority
Directorate:	Children and Culture	**Growth Service Area:**	Cultural and related services
Directorate Service:	Tower Hamlets Youth Service	**Strategic Priority:**	5. Investing in public services
Lead Officer and Post:	Susannah Beasley-Murray, Director of Supporting Families	**Lead Member and Portfolio:**	Cllr Maium Talukdar, Statutory Deputy Mayor & Cabinet Member for Education and Lifelong Learning

Financial Impact:	Current Budget 2022-23	Growth 2023-24	Growth 2024-25	Growth 2025-26	Total Growth
Budget (£000)	2,400	6,089	2,411	-	8,500

Staffing Impact (if applicable)**:**	Current FTE 2022-23	FTE Increase 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	Total FTE Increase
Employees (FTE)	15	214	N/A	N/A	214

Proposal Summary:

Tower Hamlets Youth Service Offer

We are proposing to transform services for young people in Tower Hamlets by delivering a new local authority youth service which will ensure that every young person in the borough has access to a service which provides support and opportunity.

- **Universal Provision for Young People**: A step change in the provision for young people with safe spaces across the borough, staffed by skilled youth workers and delivering a range of activities underpinned by a youth work curriculum.
- **Targeted Youth Support:** Providing targeted support to vulnerable young people and their family in the borough.
- **Integrated Detached Team:** An integrated offer working in partnership with the Exploitation Service and Community Safety Team as part of a preventative and responsive intervention to violence and exploitation in the community.
- **Quality and Commissioning Team:** To ensure that the quality of the service is maintained and supported by data and business support.

This model provides a new Local Authority led Youth Service offer as part of a full transformation, with youth provision in every ward. It includes redesign of staffing, safe spaces in every ward throughout the borough and a borough wide Integrated Detached and Targeted Support Teams.

The above proposed staffing structures are subject to HR consultation and change process.

Budgeted Outcomes / Accountability (focus on improved performance):

This proposal contributes the following Strategic priorities of the Council:

- Accelerate Education
- Boost Culture, business, jobs, and leisure
- Invest in Public Services
- Empower Communities and fight crime
- A council that works for you and listens to you

Risks and Implications:

Without the growth funding, we would be unable to fulfil the Mayor's vision for the future of the Youth Service.

Value for Money and Efficiency:

This activity increases the number of young people engaged in youth service activities in a curricular and extra-curricular setting.

The growth bid will improve outcomes for children and young people, ensuring that they receive the appropriate support as and when they need it and gain better outcomes in the future, achieving greater socio-economic growth. A recent report commissioned by UK Youth and released during November 2022 Youth Work Week reports that for every £1 spent on youth work, the benefit to the taxpayer is between £3.20 and £6.40.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	Yes	Should the redesign of the Youth Service go ahead this will be subject to a formal legal HR change process to ensure staff are protected and are not placed at a disadvantage.

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA be required?	No

Additional Information and Comments:

GROWTH PROPOSAL

Proposal Title:	**Leisure Service Insourcing**

Reference:	GRO / CHI 008 / 23-24	**Growth Type:**	Mayoral Priority
Directorate:	Children and Culture	**Growth Service Area:**	Cultural and related services
Directorate Service:	Commissioning and Culture	**Strategic Priority:**	4. Boosting culture, business, jobs, and leisure
Lead Officer and Post:	Michael Coleman; Project Director - Leisure Capital Programme and Procurement	**Lead Member and Portfolio:**	Cllr Iqbal Hossain, Cabinet Member for Culture and Recreation

Financial Impact:	Current Budget 2022-23	Growth 2023-24	Growth 2024-25	Growth 2025-26	Total Growth
Budget (£000)	N/A	1,925	-	(1,650)	275

Staffing Impact (if applicable)**:**	Current FTE 2022-23	FTE Increase 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	Total FTE Increase
Employees (FTE)	N/A	8	-	TBC	TBC

Proposal Summary:

The Mayor & Cabinet have decided that the Leisure Service will be insourced from May 2024. It is currently outsourced to GLL under a contract that will expire on 30 April 2024. This change will provide greater control over the operation of the Leisure Service, as delivered through the Council's seven leisure centres. It also requires the Council to assume all commercial and operational risks associated with running the service.

The new in-house service will operate all seven leisure centres (noting that St George's is shut with its replacement forming part of the portfolio). It may also deliver outreach services using non-Leisure sites (e.g. community centres, parks, etc.), although that is to be confirmed. The service will manage, maintain and operate the leisure centres, presumably to a similar specification to the current GLL contract, although this is also to be confirmed.

Officers undertook a detailed analysis of the financial implications of a range of options, including insourcing in 2021. This indicated that outsourcing offered the best fiscal position for the Council (c. £1.3m annual surplus), and insourcing the worst (c. £800k annual deficit), please note the estimates are not reflective of increasing inflation and utility costs. This was set out in a detailed Cabinet report that recommended outsourcing as the most efficacious solution for the Council, based on risk transfer and financial performance in particular. The financial modelling was based on benchmark data and assumptions that were individually assessed to confirm their robustness. This evidence was presented to the Mayor and Cabinet, who decided to insource the service.

The decision will provide the Council with greater control over the operation of the service, and full responsibility for its performance. It is possible that, with sufficient investment, the service could perform above the model's expectations, which may be true of all options.

The Transition Project costs will be one-off.

Please note that the figures for 24/25 and 25/26 are highly provisional at this stage. The figures for 24/25 do include mitigating the expected operational deficit for that year.

2023-24 Transition Costs:

Expenditure	2023-24 £000's	Notes
Transition Project Team	470	Currently unfunded costs only (i.e. additional to 'business as usual')
New Management Team	100	To replace staff who will not TUPE from GLL - Q4 pro rata of £398k p.a.
Leisure Consultancy	405	FY 22/23 cost may need to shift into 23/24 but anticipated full value is required
IT, uniforms, etc.	500	Will need to calculate in greater detail (a benchmarked LA estimated £1.34m)
Contingency	350	Estimated value (a benchmarked LA used £200k)
Marketing/Branding	100	Estimated value (a benchmarked LA used £130k)
Total	**1,925**	

Budgeted Outcomes / Accountability (focus on improved performance):

The proposal to insource meets strategic priority 3 People access joined-up services when they need them and feel healthier and more independent.

The decision to insource has been taken to provide greater control, not to improve the financial performance of the service. The Mayor and Cabinet anticipate an improvement in service quality from the Council being able to intervene directly, in real time as it were, in the service.

Risks and Implications:

The Leisure Procurement Board's risk register monitors the implications of this change. It highlights a number of significant risks rated R using the Council's RAG methodology. These include (but not exclusively):

1. The Council will be responsible for the cost of any deficit in the trading performance of the service, currently estimated to be £800k per annum.
2. The Council needs to recruit a bespoke management team to oversee the delivery of this service, employing individuals with the requisite skills and experience to manage the service as effectively as possible. Failing to do so, or to retain staff that have been recruited, will significantly undermine the ability of the service to function effectively.
3. All operational risks will sit with the Council – staffing shortfalls, health and safety incidents, equipment failure, planned and reactive maintenance, customer service, etc.
4. A transition team with experience of undertaking a similar insourcing needs to be appointed urgently to give the Council the best chance possible of meeting the tight deadline of 1 May 2024 for having the in-house model in place.
5. The risk of deteriorating performance from the current provider as the contract nears end.

Value for Money and Efficiency:

The proposal to insource the Leisure Service will provide the Council with greater control over how it operates, and thus the theoretical opportunity to alter aspects of its delivery to meet Council objectives. From the financial analysis completed as part of appraising a range of management options, the in-house option does not offer a fiscal advantage over the other options considered (outsourcing, LA trading company or trust). Its value is based on having a more flexible model, in terms of adjusting its delivery quickly and without any recourse to contractual change.

The service could be relatively efficient if sufficient resource is dedicated to allow for as smooth a transition as possible to an insourced operation, and the operational management and staffing of the service once up and running has the requisite skills, expertise and experience required to run it.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	Assuming that funding will not be diverted from an alternative use that supports addressing inequality, and new staff will be recruited to run the service, the change to insourcing will not reduce resources to address inequality.
Does the change reduce resources available to support vulnerable residents?	No	As above.
Does the change involve direct impact on front line services?	Yes	This proposal changes the delivery model of the front-line service, albeit non-statutory, in the form of the in-house leisure service providing facilities and activities directly to residents.
Changes to a Service		
Does the change alter who is eligible for the service?	No	Access to the leisure service could broaden access, although using the service is a matter of personal choice.
Does the change alter access to the service?	No	As above, it could increase the number of residents who are theoretically able to use leisure centres.
Changes to Staffing		
Does the change involve a reduction in staff?	No	Insourcing will require the Council to employ considerably more staff.
Does the change involve a redesign of the roles of staff?	Yes	For existing Council staff who manage the contract with GLL and the strategic direction of the current contract, there will be changes to roles, as yet to be defined.

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA be required?	Yes

Additional Information and Comments:
This is a substantive change in how the service is managed, although users will hopefully not see any negative impact upon service quality if the transition is smooth and the new service resourced to succeed. There are, however, some implications for staff – existing Council, and employees who will TUPE across.

GROWTH PROPOSAL

Proposal Title:	**Performance Data Improvement – Children & Adults**

Reference:	GRO / CHI 009 / 23-24	**Growth Type:**	Investment
Directorate:	Children and Culture	**Growth Service Area:**	Children Social Care
Directorate Service:	Commissioning and Culture	**Strategic Priority:**	5. Investing in public services
Lead Officer and Post:	Layla Richards, Acting Director Commissioning & Culture	**Lead Member and Portfolio:**	Cllr Maium Talukdar, Statutory Deputy Mayor & Cabinet Member for Education and Lifelong Learning

Financial Impact:	Current Budget 2022-23	Growth 2023-24	Growth 2024-25	Growth 2025-26	Total Growth
Budget (£000)	732	150	-	(150)	-

Staffing Impact (if applicable)**:**	Current FTE 2022-23	FTE Increase 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	Total FTE Increase
Employees (FTE) or state N/A	7	2	-	(2)	-

Proposal Summary:

Persistent weaknesses in performance data and management information are holding back the drive for improvement across Children's and Adults Services. The growth will fund two senior posts to oversee data and performance improvement in the Strategy, Policy and Improvement teams of Children & Culture and Health, Adults & Community. It is envisaged that growth is needed for 2023/24 and 2024/25 after which we would revert to current structures. Following the Enabling Functions restructure which concluded in January 2022, overall headcount was reduced within the team responsible for supporting the delivery of our data and performance functions. This was particularly the case in more senior posts. Much of the rationale for this was based on technological solutions such as "Power BI which while the council remains committed to implementing, currently we are not a stage where this can account for the reduction in staffing numbers. This proposal will create additional capacity within the teams, at a level that ensures that resources are appropriately managed and targeted and that the new ways of working have the best opportunity to be successful.

This additional capacity is needed to deliver the improvements required and there is a need for fixed term investment over two years to deliver this – at which point the embedding and impact of those improvements and use of Power BI can be reviewed.

Recent inspection and peer review activity has highlighted that we need to be undertaking quality assurance of our data on an ongoing basis, this requires a regular programme of producing and analysing our existing data and working with teams and services to address any areas of weakness – this isn't possible within existing resources. This poses a risk to future inspection activity; both the recent Youth Justice Inspection and Ofsted Focused Visit highlighted some areas of weakness in this area which require urgent addressing prior to any further visits or inspections.

As well as contributing to overall improvements in the council these posts would ensure more systematic availability and use of data in relation to ethnicity and differential outcomes/ service take-up. Furthermore, they would support the delivery of key pledges and strategic plan priorities including those relating to cost of living such as the extension of FSM to secondary pupils, youth service pledges, further developing our early help offer, returning to offering free home care for eligible residents and ensuring resident views are at the heart of service decision-making. The additional data capacity will also be vital for the meeting the data requirements of the insourcing of leisure centres in the borough, as well as ensuring we are more systematic in reporting on demographic differentials in service outcomes or outputs in relation to ethnicity, gender, age etc.

Budgeted Outcomes / Accountability (focus on improved performance):

Improved Management Information, improved data responses to Inspectors during inspections.

Risks and Implications:

There are risks to our ability to respond to improvement and inspection requirements if we do not have sufficient data and performance improvement capacity, as well as to the improvement work that is required in respect of the implementation of Power BI. Our ability to provide high quality data is a key metric that we are measured on during any inspection activity. While our current resourcing enables us to prioritise this work, there is a risk that should an inspection be called at a time where there are other key deadlines, such as a statutory return, the ability to provide high quality responses to both key areas would pose a significant challenge.

Value for Money and Efficiency:

This approach would provide more value for money, as well as longer-term additional capacity, as opposed to contracting additional posts on an interim basis.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA be required?	No

Additional Information and Comments:

GROWTH PROPOSAL

Proposal Title:	**Community Language Provision**

Reference:	GRO / CHI 010 / 23-24	**Growth Type:**	Mayoral Priority
Directorate:	Children and Culture	**Growth Service Area:**	Cultural and related services
Directorate Service:	Commissioning and Culture	**Strategic Priority:**	3. Accelerating education
Lead Officer and Post:	Matt Eady, Director Culture and Commissioning	**Lead Member and Portfolio:**	Cllr Maium Talukdar, Statutory Deputy Mayor & Cabinet Member for Education and Lifelong Learning

Financial Impact:	Current Budget 2022-23	Growth 2023-24	Growth 2024-25	Growth 2025-26	Total Growth
Budget (£000)	-	800	-	-	800

Staffing Impact (if applicable)**:**	Current FTE 2022-23	FTE Increase 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	Total FTE Increase
Employees (FTE) or state N/A	-	TBC	-	-	TBC

Proposal Summary:

It is a priority in the Council's Strategic Plan to resume the provision of Community Language education for children aged 8-14 in a range of community languages. This will deliver benefits both in respect of children learning the language but also in respect of learning about their heritage and so strengthening their self-esteem and sense of identity.

The Community Language Service will be built up to deliver classes to approximately 1,500 children. The languages taught will include Bengali, Arabic, Mandarin, Spanish, Lithuanian, Cantonese, Russian, Somali, Urdu and Vietnamese.

Language classes will be delivered from a range of community settings.

Subject to approval of the requested growth commencement of the development of the Community Language delivery model will begin in April 2023 beginning with the recruitment of the Head of Service and the team. It is anticipated the new service will commence in the autumn term.

Budgeted Outcomes / Accountability (focus on improved performance):

This investment will meet one of the priority themes of the Council's Strategic Plan – Accelerate Education. Furthermore, it will provide safe welcoming settings for residents to develop community languages, improve confidence, wellbeing and attainment.

Risks and Implications:

The risks in building a large service from scratch at pace will be managed through a clear project structure and project plan. Additional risks relate to increasing costs e.g. staff renumeration, utilities and supplies as a consequence of the cost of living crisis.

Value for Money and Efficiency:

Tight project management in the planning of the service, and rigorous management once implemented will help ensure that the service provides good value for money and is valued by users.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	Yes	Currently, there is no equivalent service. Therefore, this will increase opportunity and access to a community language provision.
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA be required?	No

Additional Information and Comments:

GROWTH PROPOSAL

Proposal Title:	**Youth Justice Service Improvements**

Reference:	GRO / CHI 011 / 23-24	**Growth Type:**	Investment
Directorate:	Children and Culture	**Growth Service Area:**	Children Social Care
Directorate Service:	Youth Justice and Young People's Service	**Strategic Priority:**	6. Empowering communities and fighting crime
Lead Officer and Post:	Kelly Duggan, Head of Youth Justice and Young People's Service	**Lead Member and Portfolio:**	Cllr Maium Talukdar, Statutory Deputy Mayor & Cabinet Member for Education and Lifelong Learning

Financial Impact:	Current Budget 2022-23	Growth 2023-24	Growth 2024-25	Growth 2025-26	Total Growth
Budget (£000)	873	45	(45)	-	-

Staffing Impact (if applicable):	Current FTE 2022-23	FTE Increase 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	Total FTE Increase
Employees (FTE)	16	1	(1)	-	-

Proposal Summary:

The Youth Justice Service was inspected in April 2022 by Her Majesty's Inspectorate of Probation (HMIP) and received an outcome of **Requires Improvement**. The following areas in need for improvement were highlighted:

- Consistent Management oversight and understanding of risk
- A lack of appropriate interventions for children to undertake
- The service not being informed by data

In response to the required improvement rating and recommendations for improvement as detailed in the HMIP Youth Justice Inspection Report April 2022 the Youth Justice Service is proposing additional growth in training. This additional growth will ensure there is sufficient trained capacity to deliver upon the improvement plan and embed the necessary changes within the service and across the partnership to achieve the required impact.

This proposal is aligned to the Tower Hamlets Strategic Plan 2022-2026, specifically in relation to the following:

Priority 6. Empower Communities and Fight Crime

- Primary aim of the Youth Justice service is to prevent offending of children, the offence profile is primary drug and violence related. The additional resources within the Youth Justice Service will further contribute towards skilling up staff to provide interventions and support with children and their families to address this.
- Children in the youth justice system many challenges including those not of their making such as poverty, trauma, discrimination, exploitation, gang offending and special educational needs. All of which can be a contributing factor to their offending behaviour and vulnerability.

Training:

- The proposed £45k training budget is aligned with the outcome of the skills audit that has been undertaken with staff and the newly developed improvement plan. The training requirements will span across the below 6 key areas:

Budgeted Outcomes / Accountability (focus on improved performance):
The HMIP Report demonstrated the areas in which the service needed to improve. We have created a one-year Youth Justice Plan alongside a 12 months' Improvement Plan so we have clear tasks and deadlines for improvements to be made.

Risks and Implications:
Risks: Without the training of the staff this would have an impact on the speed of the improvements to the youth justice service.

Value for Money and Efficiency:
The investment in the workforce will ensure that the service delivers more effectively and therefore provides better value for money.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA be required?	No

Additional Information and Comments:

GROWTH PROPOSAL

Proposal Title:	**Improving Community Safety - CCTV**

Reference:	GRO / HAC 001 / 23-24	**Growth Type:**	Mayoral Priority
Directorate:	Health, Adults and Community	**Growth Service Area:**	Community Safety
Directorate Service:	Community Safety	**Strategic Priority:**	6. Empowering communities and fighting crime
Lead Officer and Post:	Ann Corbett, Director of Community Safety	**Lead Member and Portfolio:**	Cllr Ohid Ahmed, Cabinet Member for Safer Communities

Financial Impact:	Current Budget 2022-23	Growth 2023-24	Growth 2024-25	Growth 2025-26	Total Growth
Budget (£000)	-	68	-	-	68

Staffing Impact (if applicable):	Current 2022-23	FTE Increase 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	Total FTE Increase
Employees (FTE)	-	1	-	-	1

Proposal Summary:

This proposal is for permanent funding. Empowering Communities and Fighting Crime is also one of the Mayor's top priorities.

The proposal will contribute to achieving the objective of "Maintain our award-winning boroughwide CCTV service, which has been vital in detecting crime and identifying offenders. Work with local landlords and businesses to widen its scope"

We will build on the current service and the new digital upgraded service. We propose to introduce additional Video Surveillance Systems (CCTV) technical expertise to ensure that the award-winning borough wide CCTV plus all other council owned video surveillance systems (VSS) are maintained and operated to the highest standards. The new high level of compliance with the data protection law, protection of freedoms and the broader framework of legal, procedural, and risk-based obligations, together with the top-quality standards of our systems and their operating model, will aim for Tower Hamlets to be recognised as the "best practice" borough. **(£67,533)**

Budgeted Outcomes / Accountability (focus on improved performance):

The introduction of additional expertise within the organisation will ensure that the council award-winning public space CCTV and all other Video Surveillance Systems (VSS) meet our obligations under the latest laws and regulations, allowing for its top-quality equipment and infrastructure to be managed and operated to the highest standards.

Risks and Implications:

The additional technical expertise is needed to ensure we are meeting our obligations in line with the law/ emerging regulations: this post is needed to ensure the council has the necessary technical expertise and capacity to manage the changes to the Surveillance Camera Code of Practice and data protection.

Value for Money and Efficiency:

This additional resource is needed to ensure we are meeting our obligations in line with new laws and regulations.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA be required?	No

Additional Information and Comments:

GROWTH PROPOSAL

Proposal Title:	Improving Community Safety (Tower Hamlets Enforcement Officers)

Reference:	GRO / HAC 002 / 23-24	**Growth Type:**	Mayoral Priority
Directorate:	Health, Adults and Community	**Growth Service Area:**	Community Safety
Directorate Service:	Community Safety	**Strategic Priority:**	6. Empowering communities and fighting crime
Lead Officer and Post:	Ann Corbett, Director of Community Safety	**Lead Member and Portfolio:**	Cllr Ohid Ahmed, Cabinet Member for Safer Communities

Financial Impact:	Current Budget 2022-23	Growth 2023-24	Growth 2024-25	Growth 2025-26	Total Growth
Budget (£000)	1,513	2,829	-	-	2,829

Staffing Impact (if applicable):	Current 2022-23	FTE Increase 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	Total FTE Increase
Employees (FTE)	26	41 (plus 4 apprentices)	-	-	41

Proposal Summary:

This proposal sets out potential additional investment options to further improve the Council's community safety service offer for residents, to deliver on the Mayor's ambitious manifesto pledges.

This will be achieved by additional growth which will help restore some of the former "safer communities" directorate functionality particularly in relation to enforcement, street-based patrolling, reassurance, deterrence, and improved visibility.

The current operating model for the service is based upon residents' and staff feedback, the crime and antisocial behaviour picture in the borough and the new legislative background post 2015. The current model was designed to address the issues raised by residents, partners and our front-line staff. Residents' surveys consistently highlight that tackling anti-social behaviour (ASB) and improving safety is a top priority for them.

The current reporting and locality model has been co-created with residents to offer them a dedicated point of contact and ensure there are specific resources allocated to localities. Residents told us that the Council is hard to navigate, that they had no single point to contact to report their anti-social behaviour issues, despite often trying to report to the council because the police 101 London number is ineffective. They state that that police community policing has been eroded over the past 10 years. The current model was co designed on this basis.

Even with an improved service offer and more joined up working with police, partners, third sector organisations and community groups - the crime and anti-social behaviour picture, like much of London, continues to be challenging. Drug related offending is one of the key drivers for anti-social behaviour and crime. The violence picture and deprived neighbourhoods are closely linked. There is growing use of other substances such as nitrous oxide which is a key driver for anti-social behaviour, residents' concerns and associated health harms. There are a number of hostels supporting vulnerable residents with challenging and complex needs sometimes linked to substance misuse and associated ASB and crime in neighbourhoods.

Building on the current operating model - we will redesign a new service that will ensure, through the provision of additional uniformed enforcement officers, to be a more visible and deterrence focussed service. Residents' surveys have clearly shown the need for more visibility and uniformed officers out on the street but also the frustration of not having any services that can promptly deal with their concerns. This intervention is designed to meet this demand. We will increase the number of uniformed officers on the street by expanding and re-designing the existing locality-based model. The THEO team will benefit from 41 additional resources that will join the 26 already in place. It is proposed that four local young people will be given the opportunity to join the new service as apprentices.

This will aim to tackle the volume of anti-social behaviour and crime while increasing residents' feelings/perception of being safe as well as improving confidence and trust in public services. This will continue to be delivered through a partnership approach and close work with the Met Police.

Work with the Metropolitan Police to put more uniformed police officers on the streets, as part of our Community Constabulary which previously boosted policing numbers locally. These officers will be supported by Tower Hamlets Enforcement Officers.

- Residents' surveys have clearly shown the need for more visibility and uniformed officers out on the street and also the frustration of not having services that can promptly deal with concerns. Increasing the number of uniformed officers on the street by expanding and re-designing the existing locality-based model will respond to these issues.
- The Tower Hamlets Enforcement Officers team could be expanded by a further 36 Enforcement Officers (THEOs) & 4 Team Leaders from the 26 posts that are already in place (22 THEO's and 4 Team Leaders). This would result in a total team of 58 THEOs and 8 Team Leaders at an additional cost of £2.747m.
- A THEO Manager Post (Grade M) would be required to oversee all these additional resources, at a cost of £0.082m.
- It is also proposed that four local young people will be given the opportunity to join the new service as apprentices (4 THEO Apprentices), to be funded via the Apprenticeship Levy.
- The additional resources will be intelligently tasked to tackle hotspots and problematic areas identified through the analysis of residents' contacts to services, reinforcing existing teams in each of four localities. A new borough wide neighbourhood response team is proposed to act quickly on residents' concerns – this will be shift based work to meet demand.
- The expansion of locality-based teams will maximise high visibility and deterrence patrols, ensuring better contact with the community and an increased knowledge and deeper understanding of hyper local issues. Community based officers will become trusted points of contacts within their area, boosting reporting and improving outcomes for victims through a more effective locality based problem-solving approach. Positive outcomes are expected in terms of residents' satisfaction in statutory services accessibility and response to their safety concerns and in the number of sanction detections by police and prescriptive actions against offenders to bring them to justice.

The total growth bid is in the amount of £2.829m to cover the additional required resources (permanent growth bid) and assuming the 4 apprentices can be funded via the Apprenticeship Levy. This will provide an additional 36 THEO's, 4 Team Leaders, 1 THEO Manager, 4 THEO apprentices.

Budgeted Outcomes / Accountability (focus on improved performance):

The proposal will contribute to achieving many of the objectives listed under the "Empowering communities and fight crime priorities" and in particular:

- The expansion of THEOs team will deliver on the Council's objective to "*Work with the Metropolitan Police to put more uniformed police officers on the streets, as part of our Community Constabulary which previously boosted policing numbers locally. These officers will be supported by Tower Hamlets Enforcement Officers*". The new service will maximise the efficiency and effectiveness of patrolling officers that will be tasked to the areas most affected by ASB and street-based crimes, contributing to the achievement of the council strategic plan's objective to "*Identify crime hotspots and tackle them*". This should help residents feel safer and impact on the level of offending in relation to street-based crimes like drug dealing and ASB. This will contribute to the achievement of the Council's objective to "*Work with the police and other bodies to tackle drug-related crime and aim to arrest at least one drug dealer every day".*

Risks and Implications:

- **Inability to recruit suitable candidates for new posts** – A recent THEOs recruitment process for existing vacant posts has been successful with a sufficient number of suitable candidates, though delays will materialise in the necessary Police vetting process to achieve CSAS accreditation.
- A workforce to reflect the community - The Division is very diverse. Overall, 68% of staff identify as Male and 32% as Female. Attracting females into traditional enforcement type roles has been a historic challenge which we wish to address.
- We will mitigate this by carefully considering our future recruitment campaign and selection process, and working to ensure our job descriptions, adverts use appropriate gender neutral language.

Value for Money and Efficiency:
Community safety is our residents' top priority and a priority in the Mayor's manifesto. Antisocial behaviour is economically costly and has a significant social cost. It impacts on individuals, families and communities. Areas affected can appear to be run down and not cared for, generating a lack of ownership. Persistent problems, which are not properly addressed, can generate societal withdrawal where more and more people lose interest and confidence in reporting due to the perception that nothing will be done. This can attract more perpetrators to the area who perceive a lower risk of being caught or reported. By introducing additional resources, services should be able to act early before problems escalate, breaking the cycle and empowering the so called "natural surveillance" which generates community cohesion and is known to be an effective crime deterrent.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	Yes	The proposal will strengthen the Council front-line service provision by adding more resources that will be deployed to work out in the community. Residents, workers, and visitors in Tower Hamlets will all benefit from more visible Council and police officers out in the streets, improving their perception and feeling of safety.
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	Yes	By increasing the number of resources deployed within the community, Tower Hamlets' visitors, workers and residents will benefit from a more accessible community safety service, where they will be able to report issues face-to-face and where they are based, being reassured that their concerns are immediately taken into consideration and assigned to the relevant team/case worker. This will address the issues reported by residents about the use of 101, the difficulty in navigating the Council and the lack of points of contacts.
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA be required?	No

Additional Information and Comments:

GROWTH PROPOSAL

Proposal Title:	**Improving Community Safety - Additional Police Officers (Community Constabulary)**

Reference:	GRO / HAC 003 / 23-24	**Growth Type:**	Mayoral Priority
Directorate:	Health, Adults and Community	**Growth Service Area:**	Community Safety
Directorate Service:	Community Safety	**Strategic Priority:**	6. Empowering communities and fighting crime
Lead Officer and Post:	Ann Corbett, Director of Community Safety	**Lead Member and Portfolio:**	Cllr Ohid Ahmed, Cabinet Member for Safer Communities

Financial Impact:	Current Budget 2022-23	Growth 2023-24	Growth 2024-25	Growth 2025-26	Total Growth
Budget (£000)	771	1,573	-	-	1,573

Staffing Impact (if applicable):	Current 2022-23	FTE Increase 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	Total FTE Increase
Employees (FTE)	12	22	-	-	22

Proposal Summary:

This proposal sets out potential additional investment options to further improve the Council's community safety service offer for residents, to deliver on the Mayor's ambitious manifesto pledges. This will be achieved by additional growth which will help restore some of the former "safer communities" directorate functionality particularly in relation to enforcement, street-based patrolling, reassurance, deterrence, and improved visibility.

The current operating model for the service is based upon residents' and staff feedback, the crime and antisocial behaviour picture in the borough and the new legislative background post 2015. The current model was designed to address the issues raised by residents, partners and our front-line staff. Residents' surveys consistently highlight that tackling anti-social behaviour (ASB) and improving safety is a top priority for them.

The current reporting and locality model has been co-created with residents to offer them a dedicated point of contact and ensure there are specific resources allocated to localities. Residents told us that the Council is hard to navigate, that they had no single point to contact to report their anti-social behaviour issues, despite often trying to report to the council because the police 101 London number is ineffective. They state that that police community policing has been eroded over the past 10 years. The current model was co designed on this basis.

Even with an improved service offer and more joined up working with police, partners, third sector organisations and community groups - the crime and anti-social behaviour picture like much of London, continues to be challenging. Drug related crime is one of the key drivers for anti-social behaviour. The violence picture and deprived neighbourhoods are closely linked. There is growing use of other substances such as nitrous oxide which again is a key driver for anti-social behaviour, residents' concerns, and associated health harms. There are a number of hostels on the borough supporting many vulnerable residents with challenging and complex needs sometimes linked to substance misuse and associated ASB and crime.

Building on the current operating model we will redesign a new service offer that will ensure, through the provision of additional police officers, to be a more visible and deterrence focussed service. Residents' surveys have clearly shown the need for more visibility and uniformed officers out on the street but also the frustration of not having any services that can promptly deal with their concerns. This intervention is designed to meet this demand. We will increase the number of uniformed officers on the street by expanding the existing Police Task Force. The PTF will benefit from additional resources that will join the 12 already in place. This will aim to tackle the volume of anti-social behaviour and crimes while increasing residents' feelings/perception of being safe as well as improving confidence and trust in public services. This will continue to be delivered through a partnership approach.

Work with the Metropolitan Police to put more uniformed police officers on the streets, as part of our Community Constabulary which previously boosted policing numbers locally. These officers will be supported by Tower Hamlets Enforcement Officers.

- Residents' surveys have clearly shown the need for more visibility and uniformed officers out on the street and also the frustration of not having services that can promptly deal with concerns. Increasing the number of police officers on the street by expanding the existing PTF will respond to these issues.
- The additional resources will be intelligently tasked to tackle hotspots and problematic areas identified through the analysis of residents' contacts to services, reinforcing existing teams in each of four localities.

- The expansion of the existing PTF will maximise high visibility and deterrence patrols, ensuring better contact with the community and an increased knowledge and deeper understanding of hyper local issues. Community based officers will become trusted points of contacts within their area, boosting reporting and improving outcomes for victims through a more effective locality based problem-solving approach. Positive outcomes are expected in terms of residents' satisfaction in statutory services accessibility and response to their safety concerns and in the number of sanction detections by police and prescriptive actions against offenders to bring them to justice.

The bid proposes to expand the existing PTF resources of 2 Sergeants and 10 Police Constables (costing £771k) by a further 2 Sergeants and 20 Police Constables in 2023/24 (costing an additional £1.335m with assumed pay award). This will then make a total of 4 Sergeants and 30 Police Constables. In addition, there will be a recharge for Police vehicles of £900-£1,000 per month per officer, costing an additional £0.238m. The total permanent growth bid is in the amount of £1.573m and will require uplifting in future financial years for any Met Police pay awards that are confirmed.

Budgeted Outcomes / Accountability (focus on improved performance):

The proposal will contribute to achieving many of the objectives listed under the "Empowering communities and fight crime priorities" and in particular:

- The expansion of the PTF team will deliver on the Council's objective to "*Work with the Metropolitan Police to put more uniformed police officers on the streets, as part of our Community Constabulary which previously boosted policing numbers locally. These officers will be supported by Tower Hamlets Enforcement Officers*". The new service will maximise the efficiency and effectiveness of patrolling officers that will be tasked to the areas most affected by ASB and street-based crimes, contributing to the achievement of the council strategic plan's objective to "*Identify crime hotspots and tackle them*". This should help residents feel safer and impact on the level of street-based crimes like drug dealing and ASB. This will contribute to the achievement of the Council's objective to "*Work with the police and other bodies to tackle drug-related crime and aim to arrest at least one drug dealer every day".*

Risks and Implications:

A Significant Risk – The challenge for the Met Police Service in London to attract and recruit police officers to uniformed posts. The local Basic Command Unit has acknowledged this risk, the current lack of resources and challenges in recruiting for new police posts. This can be seen in the abstractions and issues related to local police safer neighbourhood teams across London and Tower Hamlets. This is a London wide challenge and not within the Council's ability to resolve. However, they have been working over the past year to address the issue by delivering "recruitment days" across the capital. We can aim to mitigate this risk by supporting the MPS during their "recruitment days" in the community, and by promoting the benefit of joining the force at every opportunity to increase the diversity of policing and ensure it reflects the diversity of our borough and London.

Value for Money and Efficiency:

Community safety is our residents' top priority and a priority in the Mayor's manifesto. Most of the functions are however non-statutory for the Council and it is likely we spend considerably more than other Councils in this area (benchmarking data is hard to ascertain as there is no national data set and Councils attribute spend to a variety of different services/cost headings). Investment in Police is a non-statutory function (albeit the Council has the ability to do this through a provision to contract with the Mayor's Office for Policing & Crime (MOPAC). At the current time the Metropolitan Police Service is recruiting to a significant number of posts and will reach an all-time high level for Police Officer numbers.

Antisocial behaviour is economically costly and has a significant social cost. It impacts on individuals, families and communities. Areas affected can appear to be run down and not cared for, generating a lack of ownership. Persistent problems, which are not properly addressed, can generate societal withdrawal where more and more people lose interest and confidence in reporting due to the perception that nothing will be done. This can attract more perpetrators to the area who perceive a lower risk of being caught or reported. By introducing additional resources, services should be able to act early before problems escalate, breaking the cycle and empowering the so called "natural surveillance" which generates community cohesion and is known to be an effective crime deterrent.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	Yes	The proposal will strengthen the Council front-line service provision by adding more resources that will be deployed to work out in the community. Residents, workers, and visitors in Tower Hamlets will all benefit from more visible Council and police officers out in the streets, improving their perception and feeling of safety.
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	Yes	By increasing the number of resources deployed within the community, Tower Hamlets' visitors, workers and residents will benefit from a more accessible community safety service, where they will be able to report issues face-to-face and where they are based, being reassured that their concerns are immediately taken into consideration and assigned to the relevant team/case worker. This will address the issues reported by residents about the use of 101, the difficulty in navigating the Council and the lack of points of contacts.
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA be required?	No

Additional Information and Comments:

GROWTH PROPOSAL

Proposal Title:	**Free home care – Introduction of free community care services under the Care Act**

Reference:	GRO / HAC 004 / 23-24	**Growth Type:**	Mayoral Priority
Directorate:	Health, Adults and Community	**Growth Service Area:**	Adult Social Care
Directorate Service:	Adult Social Care	**Strategic Priority:**	5. Investing in public services
Lead Officer and Post:	Joe Lacey-Holland, Head of Strategy, Performance & Improvement	**Lead Member and Portfolio:**	Cllr Gulam Kibria Choudhury , Cabinet Member for Health, Wellbeing and Social Care

Financial Impact:	Current Budget 2022-23	Growth 2023-24	Growth 2024-25	Growth 2025-26	Total Growth
Budget (£000)	(2,434)	-	2,434	-	2,434

Staffing Impact (if applicable):	Current 2022-23	FTE Increase 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	Total FTE Increase
Employees (FTE)	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

Proposal/Objectives - To amend the Charging Policy for Adult Social Care and re-introduce free community-based care services including home care, day care, direct payments and other forms of home/community-based support. These services are provided following an assessment under the Care Act and are provided to those with eligible needs under the legislation.

The Council has the power (but not a duty) to charge for those services and has done so since 2016. The current charging policy in line with national guidance, provides protection for those on very low incomes and the local policy includes discretionary elements to further reduce the burden of charging, for example, a weekly cap on the total cost of charges for an individual. The proposal will deliver a benefit for residents eligible for support under the Care Act in that they will no longer be charged for services – the Council will cover the full cost of those services. No change is proposed in relation to those receiving care and support in a care home (residential or nursing) as the Council has a duty to financially assess residents and levy charges in accordance with national legislation.

Currently 2,607 people receive a community support service, of which 1,294 have been assessed as liable to pay a charge towards the cost of the service they receive. Of this 695 people (54%) are being charged under £50 per week. 599 people of the total 1,294 people (46%) are being charged more than £50 per week as a contribution towards their community-based care cost.

Motivation/Reason – in line with the Strategic Plan, a proposal is being forward in line with the objectives of investing in public services. Implementation of the proposal creates a benefit for residents at a time when the 'cost of living' crisis is impacting. However, there is a recurrent cost to Council budgets of implementing this policy change. Nationally reform of adult social care will change the way social care is charged for including the introduction of a cap on the total amount any individual can pay in charges over their lifetime. This proposal can proceed within this context of changing national frameworks.

Cost – current income from community charging is £3.007m. A bad debt provision of £0.573m has been deducted as some charges are not able to be collected. A total recurrent budget of £2.434m will therefore be needed to cover the loss of income from charging.

There will be some service users with debt at the point the policy is changed – it is recommended that these debts continue to be pursued to ensure an equitable approach to those who have paid their charges. Any debts which do need to be written off will incur a one-off additional budget pressure.

This proposal is planned for implementation in April 2024.

Budgeted Outcomes / Accountability (focus on improved performance):

- Change to charging policy for adult social care following a short, focused consultation; directly delivering on the of the priorities set out within the Strategic Plan.
- Simplicity of explanation for residents, families and staff (with charging only needing to be discussed and explained for those moving to a care home)
- No barriers to accepting care due to the cost (seen in a small number of cases)

Risks and Implications:

- The additional cost will need to be found recurrently and the Adult Social Care budget is already significantly overspent with increasing needs and complexity of those supported.
- This change would take place at a time of national reform to the sector and this may increase confusion among residents with multiple changes – this risk is somewhat mitigated by the significant benefit to the resident of not being charged for services.
- Offering free care services increases demand for those services both generally with more people likely to approach the Council than potentially self-fund their care and specifically for some disabled people with high care needs and high levels of income and/or savings.
- Existing debt under the current policy may be more difficult to collect with a move to a new policy.
- The interface with Continuing Health Care (care services provided by the NHS to those with very high levels of health needs) which is free at the point of delivery needs careful monitoring – there is some evidence of low levels of Continuing Health Care funding as a result of the Council providing free care in the past. It is essential that those eligible for NHS free care, receive it to avoid this cost drifting to the Council.

Value for Money and Efficiency:

The amendment of policy to decrease charging income to the Council will result in a cost pressure – the cost pressure is to the Adult Social Care budget which is already forecasting a significant ongoing overspend due to increased needs and complexity. The impact of this policy change will increase the financial gap on the Adult Social Care budget and make the task of achieving financial sustainability in the medium to long term much harder. For the resident, there will be no charge for care services based at home and in the community and this will have a positive financial impact on personal incomes.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	Yes	Front-line social care teams will no longer have to explain the financial assessment and charging process to residents unless they are going to move to a care home.
Changes to a Service		
Does the change alter who is eligible for the service?	No	However, there is some evidence that offering free home care can increase demand on services – residents have to be eligible for support under the Care Act however we might see more people approach us for support due to this change.
Does the change alter access to the service?	No	As above.
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA be required?	No

Additional Information and Comments:
Overall this proposal has a positive impact on residents using adult social care and this is primarily residents with disabilities, mental health issues and age related frailty.

GROWTH PROPOSAL

Proposal Title:	Invest in Our Provision of Care for Vulnerable Members of the Community - Adult Social Care Inspection & Assurance

Reference:	GRO / HAC 005 / 22-23	**Growth Type:**	Investment
Directorate:	Health, Adults and Community	**Growth Service Area:**	Adult Social Care
Directorate Service:	Adult Social Care	**Strategic Priority:**	5. Investing in public services
Lead Officer and Post:	Katie O'Driscoll, Director Adult Social Care	**Lead Member and Portfolio:**	Cllr Gulam Kibria Choudhury , Cabinet Member for Health, Wellbeing and Social Care

Financial Impact:	Current Budget 2022-23	Growth 2023-24	Growth 2024-25	Growth 2025-26	Total Growth
Budget (£000)	-	203	(203)	-	-

Staffing Impact (if applicable):	Current FTE 2022-23	FTE Increase 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	Total FTE Increase
Employees (FTE)	-	3	(3)	-	-

Proposal Summary:

This proposal sets out how we will respond to the Mayor's Manifesto/Strategic Plan in relation to Adult Social Care. It sets out the national and local context for the service which is one of ongoing financial pressure and uncertainty with funding and reform.

- Invest in our provision of care for vulnerable members of the community
- Ensure we are providing the best quality of services and passing all the appropriate inspections

Adult Social Care Reform

The government has announced a two-year delay on the adult social care reforms – this provides further uncertainty in the medium term around implementation of the various reforms, timescales and the cost to local authorities. This growth proforma has been updated to reflect the delay to these changes.

Adult Social Care Inspection and Assurance Programme

Under the Care Act 2014 (part one) local authorities have duties to people who live in their areas around:
• Prevention
• Information and advice
• High quality, appropriate services

From April 2023, the Care Quality Commission (CQC) will inspect local authority Adult Social Care services in relation to the Care Act duties as outlined above. The CQC are yet to publish their assessment framework but have indicated that the initial focus for local authority assessments will be across four main themes:
1. Working with people – including assessing needs, supporting people to live healthier lives
2. Providing support – including care provision, integration and continuity of care, partnerships, and communities
3. Ensuring safety – including safe systems, pathways, and transitions, safeguarding
4. Leadership and workforce – including leadership and workforce, governance, management and sustainability, learning, improvement, and innovation.

Each theme will have a set of quality statements which describe what good looks like. Evidence will be via a range of sources, including peoples experience, feedback from partners, feedback from staff and leaders, observation, processes, outcomes, and performance data.

Local authorities have not been inspected in relation to Adult Social Care for around 12 years and the infrastructure to support such a regime no longer exists in most local authorities. There are no grants being provided to cover the additional burden of an inspection regime. A key priority is preparation in readiness for inspection to ensure compliance and a level of infrastructure will be needed to support this. This proforma has been reviewed to outline the minimum needed in the short term to further support this preparation.
• Programme management (an additional lead role however supplemented by existing resources in Strategy, Performance & Intelligence)

• Data analysis and data cleansing (this is highly connected with the work of the Transformation Programme)
• Practice leadership to support with additional auditing and quality oversight (supplementing the small existing practice development function)
• Co-production leadership to work with service users and carers (a current gap in terms of a dedicated role)

The following resources are proposed for the Programme Team in 2023-24:-

Post	Cost (£000's)
Programme Manager	91
Data Cleansing Officer	54
0.5 Practice Lead	34
0.5 Co-production Lead	24
Total	**203**

Budgeted Outcomes / Accountability (focus on improved performance):

- Service assessed as Good or Outstanding by CQC (assuming similar gradings to comparable inspection regimes however this is not yet confirmed).
- One of the manifesto priorities is an investment in the provision of support to vulnerable residents. This will support this aim.
- A suite of indicators including numbers supported to live at home, timely assessments, safeguarding work and reviews etc.
- Survey feedback from those who use services and their carers.

Risks and Implications:

- Proposal is designed to reduce current risks with increasing pressures on Adult Social Care
- Complexity across our own Transformation Programme (financial sustainability), future national reforms and the introduction of an inspection regime
- Risk of insufficient capacity for improvement and development
- Data quality is a key risk across the programmes
- Risk of being rated below 'good' by external inspectorate

Value for Money and Efficiency:

Proposal has been reviewed to utilise existing resources where possible however the transformation, reform and inspection agenda is huge and current resources are insufficient to support the implementation and preparation needed. This proposal supports best value whilst achieving quality and compliance readiness.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA be required?	No

Additional Information and Comments:

GROWTH PROPOSAL

Proposal Title:	Demographic Pressures in Adult Social Care

Reference:	GRO / HAC 006 / 23-24	**Growth Type:**	Unavoidable Growth
Directorate:	Health, Adults and Community	**Growth Service Area:**	Adult Social Care
Directorate Service:	Adult Social Care	**Strategic Priority Outcome:**	5. Investing in public services
Lead Officer and Post:	Katie O'Driscoll, Director Adult Social Care	**Lead Member and Portfolio:**	Cllr Gulam Kibria Choudhury, Cabinet Member for Health, Wellbeing and Social Care

Financial Impact per year	Current Budget 2022-23	Growth 2023-24	Growth 2024-25	Growth 2025-26	Total
Budget (£000)	104,145	4,000	6,804	4,463	15,267

Staffing Impact (if applicable):	Current 2022-23	FTE Increase 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	Total FTE Increase
Employees (FTE)	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

Demographic pressures in adult social care have been recognised nationally as a growing concern for local authority budgets. The government has allowed local authorities to add a precept increase to council tax but demand for services continues to rise. In Tower Hamlets, the adult social care precept has historically been used to fund demographic and inflationary pressures in adult social care. However, there is an increased level of uncertainty surrounding grant funding streams in future years despite them being significant for the council.

Council previously agreed £4.7m demographic growth for 2022-23 of which £1.2m was funded through a 1% adult social care precept. The proposal for 2023-24 is further demographic growth of £4.0m of which £2.54m is planned to be funded through a 2% adult social care precept.

The demographic growth calculation assumes that increases in population, combined with other demographic factors detailed below will lead to more clients needing social care support for longer. National and local policy is designed to maintain independence for as long as possible through community-based support, thus reducing the need for more costly residential services. However, more people are living longer with more complex needs.

This increase in demand and resulting cost is subject to transformation work underway across health and social care services, through the Tower Hamlets Together partnership. This includes savings proposals detailed elsewhere, which are designed to make best use of resources across the system to provide community-based support, reduce overall unit costs and ensure efficiencies through contracts with services. This includes joint funded packages of care where appropriate.

The estimated average rate of growth per client group is different and is influenced by a number of factors such as age, ethnicity, deprivation and other such demographic factors.

Predicted population growth in Tower Hamlets will inevitably bring an increase in the number of people who need adult social care services. Tower Hamlets has high levels of deprivation, which in turn is associated with poor mental and physical health. Deprivation levels may be further exacerbated by welfare reform. An increase in the number of people living for longer with poor health is also a factor driving an increase in demand for adult social care across all client groups. There is likely to be an increased demand for adult social care from all sections of the population as it continues to expand.

This bid uses estimated growth rates from the Department of Health sponsored systems 'Projecting Adult Needs and Service Information' (PANSI) and 'Projecting Older People Population Information' (POPPI) systems. The two systems combine population projections with benefits data and research on expected prevalence rates to produce projections of the likely future demand on social care and health services. Projections from POPPI and PANSI for previous years have proven to be reasonably accurate and we are satisfied that these are the most robust figures available for calculating projections of future growth in demand for adult social care for older people and adults accessing physical disability and mental health services.

Summary data for Tower Hamlets from both sources is summarised in Table 1 below. It demonstrates that by 2025, the over 65 population is expected to total 26,600, an increase of 23% on the 2020 population. The 18-64 age population is expected to increase by 7% to 252,600 by 2025 on the 2020 population.

Table 1: ***Summary data from POPPI and PANSI Tower Hamlets (2020:2024)***

Source	Category	Description	2020	2022	2023	2024	2025
Pansi	Population	Total Population 18 to 64	236,300	243,800	247,000	249,900	252,600
Poppi	Population	Total Population 65 and over	21,600	23,600	24,600	25,600	26,600
Pansi	Learning Disability	Total population aged 18-64 predicted to have a learning disability	5,846	6,028	6,106	6,177	6,243
Poppi	Learning Disability	Total population aged 65 and over predicted to have a learning disability	450	493	514	536	558
Pansi	Mental Health	People aged 18-64 predicted to have two or more psychiatric disorders	16,944	17,495	17,723	17,938	18,159
Poppi	Mental Health	Total population aged 65 and over predicted to have severe depression	577	628	653	678	705
Pansi	Physical Disability	Total population aged 18-64 predicted to have impaired mobility & a serious personal care disability	10,593	11,256	11,573	11,839	12,095
Poppi	Physical Disability	Total population aged 65 and over with a limiting long-term illness whose day-to-day activities are limited a lot	7,965	8,660	9,013	9,354	9,720
Pansi	Memory & Cognition	Total population aged 18-64 predicted to have early onset dementia	57	62	64	66	69
Pansi	Memory & Cognition	Total population aged 65 and over predicted to have dementia	1,364	1,489	1,521	1,551	1,585

Other categories of population growth figures provided by Poppi and Pansi data have been used to estimate the demographic growth figures for Adult Social Care (not provided in the table above), e.g., increases in population with severe visual impairment and hearing loss requiring adult social care services, substance misuse support, support for carers, and support for social isolation.

Budgeted Outcomes / Accountability (focus on improved performance):

This growth bid relates directly to the strategic plan outcome – Invest in the provision of care for vulnerable members of our community (ref 5.7A).

The bid is necessary to ensure the council can fulfil its statutory duties to residents needing care and support, as articulated in the 2014 Care Act. It relates to the outcomes for adult social care expected nationally, as set out in the adult social care outcomes framework.

Accountability in adult social care is set out in our local quality assurance framework. In terms of our accountability of residents, a key mechanism is the annual local account. This publication is produced every year and sets out the quality and performance of services over the preceding 12 months. It enables residents to scrutinise and challenge our performance.

Risks and Implications:

Learning disabilities services

The total population in Tower Hamlets aged 18-64 with a learning disability (source: Pansi) is expected to increase by 1.3% in 2023-24, 1.2% in 2024-25 and a further 1.1% in 2025-26. Population growth for those aged 65+ with a learning disability (source: Poppi) is predicted to increase by 4.3% in 2023-24, a further 4.3% in 2024-25 and 4.1% in 2025-26.

Mental health services

Evidence suggests there has been a steady increase in the number of adults who have a mental health problem and who are eligible to receive support from adult social care. PANSI has a number of future predictions for mental health prevalence rates amongst working-age adults in Tower Hamlets.

This information is categorised according to mental health condition and does not give an indication as to who might be eligible for adult social care, however, people who have 2 or more psychiatric disorders is a valid indicator to use for these purposes and demonstrates that within the 18-64 age population, increases will be 1.3% in 2023-24, 1.2% in 2024-25 and a further 1.2% in 2025-26.

For the 65 and over population, those predicted to have severe depression has been used as the indicator for mental health, and shows increases of 4.0% for 2023-24, 3.8% for 2024-25 and a further 4.0% for 2025-26.

Other Services and Net Growth Requirement

The same methodology has been used for all other Care Support Services in Adult Social Care to determine population growth profiles using Poppi and Pansi data and the resulting budget requirement, based on current costs; Physical Support, Support with Memory and Cognition, Sensory Support, Substance misuse support, Support for carers, and Social isolation Support.

18-25 years old (transitions)

Young people transitioning from Children's to adult services are estimated using service data from the children with disabilities team and the community learning disability service (CLDS). Historically around 70-80 per cent of young people identified by children's services as having needs which may be met by adults' services are found to be eligible for the CLDS in adult social care. Using the Year 9 tracking record that is maintained by CLDS, it is anticipated 72 people with turn 18 in 2022/23. Using this, and previous trends, it can be anticipated that approximately 73 children will turn 18 in 2023-24, 77 in 2024-25 and 81 in 2025-26. Of this total, this will give rise to additional demand of 45 clients to Adult Social Care in 2023-24, 48 clients in 2024-25 and a total of 51 clients in 2025-26. The average cost of a transition care package is £62k.

Discharge to Assess Funding

In the past 2 financial years, the costs of placements after discharges from hospital have increased significantly due to increased needs and complexities. Current funding via an agreed s75 and s256 would only allow for these additional placement costs to be part-funded, however the government has now announced new grant funding through an ASC Discharge Fund as part of the Local Government Finance Settlement which will also support these costs.

Client Death Rates

The growth bid has also been reduced for assumed client deaths, using previous year's actual deaths.

The growth budget has been capped at £4m in 2023-24 (including funding of £2.54m through a 2% adult social care precept), which considers a risk based approach. The growth budget in 2024-25 is higher, utilising expected increases in adult social care grants as indicated in the Local Government Finance Settlement.

Other Factors not included

These estimates do not include an allowance for additional demand which may arise from the Long Covid-19 impact on Adult Social Care which is currently projected at 2%.

Any financial impact of Adult Social Care Reform has not been included in these projections as it is currently expected that the government will provide additional funding to Local Authorities for any implications arising from the outcomes of reform and Fair Cost of Care.

Value for Money and Efficiency:

The amount required for growth is intended to meet the assessed eligible needs of vulnerable individuals, including home care, day care, meals, direct payments and residential and nursing care services.

Scrutiny on the quality of assessments and their value for money in legally meeting assessed needs is central to social care operational practice. The eligibility criteria are set nationally through regulations within the Care Act, which has a threshold of significant impact on wellbeing as the benchmark on where the duty is reached. This demand-led service is therefore very sensitive to demographic changes.

Against the backdrop of increasing demographic and inflationary pressures, adult social care has set out to improve value for money by:

- Increasing the use of home care and direct payments to reduce and delay residential and nursing care placements.
- Improving the independence of service users through reablement (care after illness or hospital discharge) and employment opportunities.
- Utilising more supported accommodation, extra care sheltered housing and intensive housing support to reduce residential and nursing care placements.

The Adult Social Transformation Programme has 3 key workstreams delivering 11 project streams. These will deliver cost avoidance measures that are being monitored during the financial year and drive performance improvements across Adult Social Care.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA be required?	No

Additional Information and Comments:

GROWTH PROPOSAL

Proposal Title:	**Fire Safety and the Future of Building Control**

Reference:	GRO / PLA 001 / 23-24	**Growth Type:**	Unavoidable Growth
Directorate:	Place	**Growth Service Area:**	Planning and development services
Directorate Service:	Planning & Building Control (P&BC)	**Strategic Priority Outcome:**	2. Providing homes for the future
Lead Officer and Post:	Jennifer Peters, Director, Planning & Building Control (P&BC)	**Lead Member and Portfolio:**	Cllr Kabir Ahmed, Cabinet Member for Regeneration, Inclusive Development and Housebuilding

Financial Impact:	Current Budget 2022-23	Growth 2023-24	Growth 2024-25	Growth 2025-26	Total Growth
Budget (£000)	476	401	464	-	865

Staffing Impact (if applicable)**:**	Current 2022-23	FTE Increase 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	Total FTE Increase
Employees (FTE)	20	9	5	-	14

Proposal Summary:

Background

Following the tragic Grenfell Tower Fire of June 2017 the Building Control Regulatory environment, especially around fire safety for tall residential buildings has been under intense scrutiny which has culminated in the new Building Safety Act (BSA) 2022.Specifically, this proposes a more detailed risk assessment system for high risk, tall residential buildings, embedding a series of building safety assessments into processes to ensure that existing and new tall buildings are safe in design/structure, construction, fit-out and operation for residents to then safely occupy.

Tower Hamlets likely has more of these taller buildings than any comparable authority in England and the demands that will be placed on the council are significant not only for the assessment and safety of our own stock of tall buildings but also for all private sector residential buildings in the borough. Because of the predominance of tall buildings in our borough (and the height of those buildings) many will look to us for a steer on how to model a service that responds to this challenge, this includes particular interest from government, with senior officers from DLUC recently visiting the borough.

The objective of the proposal was to meet the new demands from the Building Safety Act, some yet unclarified through regulation and deliver a modern, competitive, fit for purpose local authority building control service. Furthermore, that this can meet its considerable workload and offer a robust, resilient and effective service that ensures that the tall residential buildings in our borough are safe for our residents and that we continue to deliver a quality, respected service to all our clients and make all the buildings in the borough safe, accessible and energy efficient. As the Grenfell inquiry has shown, it is not sensible or effective to have an unrealistic workload placed on officers in areas like building control.

High risk buildings have been defined in the Building Safety Act 2022 as any building containing 2 or more residential units either over 18m or 7 stories above ground, which includes flats, hospitals dormitories and care homes. This definition will change, in December 2022, to include Hotels as well. Currently there are approximately 1000 high rise residential blocks of flats (77 owned by THH), we do not yet have the number of hospitals/care homes and hotels that now come into this definition so this will require additional work.

It should be noted that uncertainty remains around several aspects of the new regime brought in by the Building Safety Act and there remain key concerns that recruitment to these essential roles will prove extremely challenging. The bid allows for the time involved in recruitment to the posts during year one and the ongoing growth requirement will need to be reviewed over the next two years, alongside any further understanding of the new regime and cost recovery process.

The proposal in the first instance assumes the full cost of the new RBI posts as they are recruited will be borne by the local authority but with additional RBI capacity to be absorbed in the existing structure under existing trading account arrangements. However, for the work associated with new applications, we understand that the HSE envisage this to be done on a full cost recovery basis and thus over time, the new team and RBI work done by existing staff will bring in income which will reduce the burden on general fund. The timetable for the introduction of full cost recovery and how it will work in practice is yet unknown, but we are assuming that we will start to see some income by year 4 and over time this will significantly reduce the requirement for general fund resources.

Proposal

While there are still a number of uncertainties, the proposal includes;

- The introduction of Registered Building Inspectors (RBIs) posts for new high-risk buildings responding directly to the Building Safety Regulator with their review on the design and forwarding site inspection notes and finally to recommend a Completion Certificate is issued by the national Building Safety Regulator.
  These officers should be in place as far as we can understand by October 23.
- The expansion in the capacity of the existing Building Control service to include up to 5 existing staff becoming RBI accredited to work on new buildings and Building Safety assessments (for existing tall buildings) t
- A review of the existing structure, grading and job descriptions of all posts within Building Control (BC).
- Ensuring the existing training pathway is continued to allow us to grow and nurture talent with a consideration of the expansion of the successful trainee/apprentice Building Control surveyor posts and programme which is proving to be a very effective way of securing local people entry into a profession. This could include additional training and development support.
- Ensuring that the management arrangements take account of the role of the Registered Inspectors who effectively will report to the HSE but will be based in LBTH
- Consideration of the expansion of the Building Control support function to include additional roles to support the expanded service.
- Review of the effectiveness of the existing funding mechanism for Building Control which relies on trading account approach to meet 60% of its trading arm costs and taking account of the fact that the work carried out by the RBIs is expected, eventually, to be 100% cost recovery, so the real cost needs to be understood in detail. Moreover, the costs are recovered at the end of a job, which can span many years, thus there will need to be some upfront funding to run the service in advance of the income being received.

Costing and structural staffing review exercises at this stage is therefore extremely difficult to accurately define as nationally details about the status and relationship of RBI to the local council base are emerging, as are responsibilities, ways of working, job descriptions, roles and process working arrangements with a new central organisation (the Building Safety Regulator at The Health & Safety Executive).

We have also not yet been formally advised of the details of how any funding/cost recovery proposals will work. However, it is understood that the work carried out for the HSE (this is the work our Registered building inspectors will do) will be on a full cost recovery basis, although this is likely to take some time for that income to be realised because of the timing of payments and the upfront costs. It should also be highlighted that the RBI will operate with individual responsibility for their assessments so they are carrying a much higher level of responsibility and are individually liable than would normally accompany BC work. This it is considered will demand higher grades than you would ever normally consider for effectively officer roles of similar nature, in addition recruitment which is likely to be at a UK level is going to be highly competitive in an already small pool of BC professionals.

Costs

The costs as they are currently estimated

- **Building Safety Act – additional RBI posts**

1. A new service to be offered by BC including Registered Building Inspectors (RBI) and those who manage Building Safety Cases – 10 x new posts, Grade M – Grade P.

Costs: Recruitment will be a challenge but to manage costs we propose to try to recruit by phasing in gradings. Costs are modelled on the bottom of Grade M for 5 x RBI staff in Year 1 and bottom of Grade O for all the staff in Year 2 (the 5 Year 1 existing RBI and 5 new RBI). This will need to allow for some flexibility as we establish the market cost of these new staff. All costs are projected to include a 4% increase for the model on the salary for 23-24.

Year 1: 5x new RBI including personal liability insurance, training etc.
However, it is assumed that these posts will not be filled for the full year because of recruitment lag times.

Year 2: The first 5 RBI and 10% for support costs for 5x new RBI including personal liability insurance training etc.

These additional staff will focus on new buildings assessments and staff who manage the review of safety for existing buildings that trigger the assessment threshold. The figure is informed by pro-rata Local Authority Building Control/London District Surveyors Association model applied to a Borough with broadly similar numbers of taller buildings (LB Westminster).

- **Existing BC Review**

2. The new asks of the Building Safety Act and the RBI posts means we will also need to do an accompanying fit for purpose review of Building Control. Following our initial bid discussion, we have relooked at the existing structure to ensure that we maximise the use of existing posts for taking on RBI work. It is very difficult at this time to assess the impact of this on the existing structure and workload as well embracing all the other positive proposals detailed above. We have assumed that a number of the existing posts can be changed to RBIs while ensuring a continued pathway structure in the team to grow and nurture talent. This has reduced the overall growth ask as it requires less new posts than our original proposal. The review includes salary reviews to deal with the current issues of recruitment and retention, the creation of additional trainees and potentially additional responsibility to cover Building Control support cost increases. The trading account delivers at a reasonably consistent level as it stands but has little flexibility. It is likely to need investment to help it increase its business. The growth bid assumes that these existing posts will be paid 60% income as is the current case.

Costs: The review will assume and cost in that 5 of the existing staff will get to the required RBI competency standard. The ambition is to create a BC service which could have 4 x additional posts at apprentice, surveyor and principal surveyor level as well as a regrading of posts to reflect changes in responsibilities and to remain competitive and rewarding. This growth bid is also projecting salary cost increases.

Year 1: Modelled on 40% of the cost as the existing service is a trading style account, 4 extra staff and some grade reviews.
Year 2: Extra salary and support costs in existing BC service, continuing training existing staff and grade changes.

As set out above, while the bid reflects the full cost of resourcing the team in year one, we are assuming that it will not be fully staffed for the full year and the growth amount has been amended to reflect that.

- **Second year review**

3. This Growth Bid proposal also sees a review of progress against the BSA 2022 requirements, recruitment, workload and performance and needs of the restructured BC service. Specifically, this will also consider the impact if needed of additional RBIs would be at this stage for performance and any salary increases for the existing RBI at that time.
It is considered that in year 2 we should have a much better understanding of how we are responding to the requirements of the act, the workload resulting from the act and the change in existing workload, what the anticipated receipt of income from the process might be and how the new structure is trading generally against target and whether the 60/40 Trading to General Fund arrangement needs amending which could mean additional general fund.

Notes

It should be added that even at these salary levels Building Control is an extremely difficult service to recruit into at any sort of experienced level. However, we need to demonstrate we are trying to do so as there is the potential for the council to ultimately be placed in special measures if it cannot deliver a defined service with all the reputational damage that could bring.

Budgeted Outcomes / Accountability (focus on improved performance):

Building Control provides a statutory service with some elements currently open to competition with the private sector approved inspectors. Building Control manages risk and is responsible for, amongst other things, the assessment of the safety of building proposals in their construction methodology and materials used.

On one level it underpins many strategic priorities of the local authority as activity from quiet enjoyment of a new or existing home, to the use of an office, business, shop, school, health or community facility all expect to be taking place within a safe physical structure and space and that this is built with fire safety in mind, is well-built, accessible and meets all modern energy efficiency requirements. That is the statutory role of Building Control.

There have long been structural recruitment issues with the Building Control profession – more leaving than starting the profession and more moving to the private sector when they acquire significant experience than remaining in local authority employment, primarily down to pay. To address this the council has over the years introduced part career grade posts, trainee surveyor roles and offered market supplements to encourage new staff to join and experienced staff to remain. While all of these have met with some success the market share has fallen as competition and terms and conditions in the private sector have improved further and taken their toll.

However, the new Building Safety Act offers us an opportunity as a local authority to respond to this challenge and ensure we have a fit for purpose team with the right number of RBIs for both new development and building safety cases and a supported pathway from entry level officers to the RBI positions.

We propose to devise new career grade posts that define and embrace the requirements of the new Building Safety Act and would see the potential for a surveyor to train with us, transfer to a career grade role and remain in post, if learning and development goals are achieved, especially around fire safety qualifications, until they are either ready for a management position or wish to consolidate as an experienced professional RBI. The career is technical but very rewarding and can take 10 years to become an experienced surveyor able to independently take on the large developments we see in the borough single-handedly. Our ambition as an authority is to encourage growth so we can deliver the homes and jobs we need, so to remain in a position to keep that pipeline open we need to have a resourced local authority building control service.

It is anticipated that with review, job descriptions can define career opportunities and acknowledge and reward the responsibilities that go with the new BSA expectations. We hope this will lead us to a fully recruited service, minimising the costs of vacancies and reliance on agency and recruitment and therefore able to meet our statutory duties to fire risk assessment and enable us to be as competitive and resilient as we can be in the trading market environment. The service currently relies on experienced agency staff and the ambition will be to phase out their use as full-time staff mature into the more experienced roles.

Risks and Implications:

Some of the main risks and implications are:

1. Fire Risk and building safety is a major national concern. The risk of fire in tall, higher risk, buildings in the borough is one which can endanger resident's lives (and that of fire fighters) and remains until all our buildings, especially those with any of the dangerous cladding on them have been fire safety reviewed and assessed (and reviewed regularly thereafter). This work will involve our building control staff working along with staff reporting to the new Building Safety Regulator. Reputationally it will be important for the council to take an assertive lead in reviewing the boroughs high risk building stock and providing confidence to its many residents.
2. Tower Hamlets likely has more higher risk tall buildings than any other local authority so we will be a high profile, influential, performer and need to respond to the challenge. If we do not this will carry a risk for all our residents and building users, and it would also not reflect well reputationally on the local authority.
3. Without a review and rethink there is a risk that overtime the building control service will, as its experienced surveyors retire and other staff continue to be tempted away to the private sector, slowly surrender more competitive business to the private sector and not be able to take on work from the BSR. This will mean the reduced capacity service will not be able to offer residents and businesses, the professional high-quality service backed by a confidence in the council. For example, current major clients range from Canary Wharf PLC to Berkely Homes and Ballymore to residents and business across the borough and bring in around a £1 million in fees. In addition, the BSA puts an expectation on local authorities to ensure they have a building control service to reflect their profile of buildings, as such we would be expected to have one of the biggest services in the country.

4. We must have the required number of RBI to be able to take on the high-risk building work from the HSE. If we do not the HSE can put the council into special measures, which has both financial and reputational risks.

Value for Money and Efficiency:

The cost of supplementing a local authority building control service to provide advice, expertise and assistance to residents and local businesses for years to come ensuring that the borough's building stock is safe and fit for purpose is likely very small in comparison to the impacts of just one high risk incident in the borough.

The Building Control service is already majority income funded from its trading account, but this is not substantial enough to absorb any of the additional costs coming from the Building Safety Act. It is not yet clear whether the building safety cases will provide additional income opportunities, but the authority has so many high risk, tall buildings that it cannot afford to wait and see what may or may not happen it needs to build capacity and resilience early. Trying to recruit to roles will be extremely competitive as most city authorities with tall buildings will be looking for surveyors as well as the new Building Safety Regulator with thin the Health and Safety Executive.

Delivering against the proposal will, it is hoped, enable the income generating role of building control to rebalance the financial position over-time and in the future the service will be able to secure most of its costs once more from a trading account/cost recovery environment. Effectively this proposal will be asking that this balance is switched for a temporary period to help redefine a new building control service delivering to it the capacity to fulfil on its fire safety duties and responsibilities and provide a competitive, attractive, high quality and efficient service fit for purpose going forward.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	Yes	All roles will need to be reviewed to ensure Fire Safety responsibilities from the Building Safety Act are accurately and consistently embraced. This will also provide an opportunity to revisit the career grade expansion of surveyor posts while also re-affirming existing trainee roles to ensure that Building Control as a service is best equipped to attract d retain new and existing talent.

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA be required?	No

Additional Information and Comments:

GROWTH PROPOSAL

Proposal Title:	**New Local Plan – Truman Brewery Estate Masterplan**

Reference:	GRO / PLA 002 / 23-24	**Growth Type:**	Investment
Directorate:	Place	**Growth Service Area:**	Planning and development services
Directorate Service:	Planning and Building Control	**Strategic Priority Outcome:**	4. Boosting culture, business, jobs, and leisure
Lead Officer and Post:	Marissa Ryan-Hernandez, Head of Strategic Planning	**Lead Member and Portfolio:**	Cllr Kabir Ahmed - Cabinet Member for Regeneration, Inclusive Development and Housebuilding

Financial Impact:	Current Budget 2022-23	Growth 2023-24	Growth 2024-25	Growth 2025-26	Total Growth
Budget (£000)	-	45	10	(55)	-

Staffing Impact (if applicable):	Current 2022-23	FTE Increase 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	Total FTE Increase
Employees (FTE)	-	1	-	(1)	-

Proposal Summary:

The west of the borough – the City Fringe – acts as an area of transition from the large-scale, office-led development of the City to the smaller-scale, mixed-use and residential neighbourhoods towards the east. Within the west of the borough, Spitalfields and Brick Lane have a strong, distinctive character that derives in part from the nature of the uses and businesses within the area, including the concentration of South Asian restaurants on Brick Lane and the small- and micro-scale offices and workshops in Spitalfields. This is in contrast the type and scale of development in other parts of the City Fringe, where non-residential development is predominantly large-floorplate offices.

The current Woodseer Street planning permission (PA/20/00415), which relates to the proposed redevelopment of a vacant car park site on the brewery site in Brick Lane, has generated calls for a planning/development brief to guide the site. The proposed development on Woodseer Street forms part of the wider Truman Brewery Estate (TBE) where there are calls for a more comprehensive masterplan to guide future development.

The Mayor has requested that in responding to and guiding development coming forward at Truman Brewery, the Strategic Planning team explore the idea of developing a masterplan, to see if that can help address the concerns related to the type of large-scale office development common in the City and in areas of the borough within the Central Activities Zone creeping east into the lower-scale, more economically diverse neighbourhoods of the City Fringe, particularly Spitalfields and Brick Lane, and increasing workspace rents, causing gentrification and undermining social cohesion.

A masterplan can assist in providing further guidance as part of the development process, aimed at improving the quality of development and improving the efficiency of the planning and development process. They can provide guidance on site-specific issues and a general planning policy response. The masterplan would need to ensure full compliance with the Local Plan and cannot be used to introduce any new policies.

Depending on the status attributed to the masterplan – as a planning development brief or supplementary planning document – it would need to be supported by a proportionate evidence base and be subject to buy-in from the developer/landowner to ensure implementation as well as engagement with the community. Given the parameters in which the document must be produced, by way of policies and requirements, it should be clear what can/not be delivered on site and how the guidance would not to be able to deviate from higher order policy documents.

If the masterplan/SPD option was to be pursued, the current resource capacity of the Strategic Planning section is not staffed to absorb this additional responsibility as it is beyond that which has been identified and planned for in the work programme over the next 3 years – the focus of which will be the Local Plan, requiring the attention of all officers. An officer or office + consultant will need to procured for this specialist / technical masterplanning work.

Masterplanning work:
Production: 3 – 6 months dependant on whether it will be endorsed as a planning development brief or adopted as an SPD

Consultation: 3 – 6 months dependant on whether it will be adopted as an SPD
Evidence base: dependant on whether it will be adopted as an SPD and require further evidence to support the guidance
Resource requirement: 1x officer or 1x officer + consultants dependant on whether it will be adopted as an SPD and require further evidence to support the guidance
Scope: to be in conformity with policies as set out in the Local Plan
Weight: none or moderate dependant on whether it will be adopted as an SPD
Adoption process: 1 – 3 months dependant on whether it will go to Cabinet to be adopted as an SPD

Approximate total: 6 – 16 months

The following is a broad structure of a Development/Planning Brief, providing an outline of what a brief can cover:

1. Introduction
2. Background for Site Brief
3. Site Analysis
4. Planning Policy Framework
5. Development Strategy
6. Key Development Issues for the Site
7. Vision + Development Principles
8. Implementation
9. Contacts and Further Information

Over two years, we can expect spend of:

- Evidence gathering / consultants: £25k
- Consultation and engagement: £25k
- Production: £10k
- Officer managing: senior officer £40k

Budgeted Outcomes / Accountability (focus on improved performance):

The policies in the Local Plan document set the vision, objectives and policy direction for how we as an authority want to see Tower Hamlets be developed. Supplementary guidance can support the Local Plan in its role to lead, manage and deliver growth in a way that provides certainty and responds to stakeholders and communities, particularly in a way that helps create and maintain vibrant and successful places where residents benefit from developments.

The wider Strategic Planning function has prioritised the delivery of a new Local Plan and its implementation, in line with the 2021-24 Strategic Plan priority outcomes:

4. Residents feel they fairly share in the benefits from growth and inequality is tackled
8. People feel they are a part of a cohesive and vibrant community
9. People say we are open and transparent putting residents at the heart of everything we do
10. People say we work together across boundaries in a strong and effective partnership to achieve the best outcomes for our residents

Furthermore, Strategic Planning looks to respond to the manifesto and pledges of the new administration, in particular where the Mayor states:

Local business is the lifeblood of our community. Not only does it sustain our local economy and provide jobs and services to our residents, it also tells the story of our borough in the iconic trades and businesses that have flourished here over the years. I pledge to:

1 Work closely with the East End Trades Guild to ensure their priorities are realised. This includes:

a) Protecting small businesses on Brick Lane, including those affected by the development of the Truman Brewery
b) Supporting an EETG member-led event in November to celebrate small businesses across Tower Hamlets, and raise their visibility to mark the 10 year anniversary of the EETG

Risks and Implications:

The Directorate and the Divisional Risk Registers identify:

Risk 1: Too much of the wrong development in the wrong place without infrastructure.
Risk Category: Resources
One of the Main control measures is: Produce a new Local Plan. This would include effectively implementing the Local Plan, through the drafting of supplementary guidance.

The Implications of not actively mitigating this risk include:

- Reduced funding for infrastructure and other benefits for the local community
- Increased costs for the Council in fighting and losing planning appeals
- Poor place-shaping, neighbourhoods not functioning
- Reputational damage and special measures on appeal decisions
- Social cohesion and unrest issues emerge

Value for Money and Efficiency:

The delivery of a masterplan for this area to a maximum cost of £100,000 could be instrumental in securing the future character of this important, unique part of the borough. Retained with the support of the local community, the developer and presenting opportunities for a wide range of local businesses to be sustained and new uses introduced to the site could help knit together this area.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA be required?	No

Additional Information and Comments:

GROWTH PROPOSAL

Proposal Title:	**Transfer of responsibilities from London Legacy Development Corporation**

Reference:	GRO / PLA 003 / 23-24	**Growth Type:**	Budget Pressure
Directorate:	Place	**Growth Service Area:**	Planning and development services
Directorate Service:	Planning and Building Control / Public Realm	**Strategic Priority Outcome:**	2. Providing homes for the future
Lead Officer and Post:	Andy Simpson, Head of Strategy, Policy and Improvement	**Lead Member and Portfolio:**	Cllr Kabir Ahmed, Cabinet Member for Regeneration, Inclusive Development and Housebuilding

Financial Impact:	Current Budget 2022-23	Growth 2023-24	Growth 2024-25	Growth 2025-26	Total Growth
Budget (£000)	-	26	-	(26)	-

Staffing Impact (if applicable):	Current 2022-23	FTE Increase 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	Total FTE Increase
Employees (FTE) or state N/A	-	1	-	(1)	-

Proposal Summary:

The purpose of the proposal is to secure funding to undertake preparatory work for the robust transition of planning powers from the LLDC by the end of 2024, as well as the other regeneration functions/responsibilities (highways/assets and growth) which will fall to the Council when the London Legacy Development Corporation re-sets in December 2024.

As part of this transition, a number of functions / responsibilities currently delivered by the LLDC will revert back to the council and a range of activity / and due diligence is required in advance of transition to ensure the council is (a) well prepared to receive pre agreed transitioned activity (b) influence the LLDC's approach on items yet to be agreed for transition (c) hold the LLDC to account throughout the transition period.

Programme Management and Shared Growth Borough Partnership costs (£26k p.a: 2023/4, 2024/5.)

The proposal would also secure funding to cover an ongoing contribution to the Growth Borough Partnership for shared activity/due diligence in advance of transition. Covering 2023 - 2025, this would be allocated toward;

- GBP Programme Manager (a contribution to the shared programme manager responsible for convening meetings of the GBP and GBP CEx, and liaising with the LLDC on programme management of LLDC Transition work streams)
- Asset transfer legal review (contribution to the GBP for shared advice among LLDC boroughs to challenge the LLDC on assets they have earmarked as needing to be transitioned back to boroughs, some of which will come with implications to fund ongoing maintenance implications.
- Inclusive economy shared narrative and reporting dashboard (a contribution to the GBP to inform the shape of a shared inclusive economy function, what the shared outcomes / priorities should)
- Borough specific human resources review for TUPE of LLDC planning staff (a contribution towards GBP procured specialist advice on whether LLDC planning staff would have TUPE rights post transfer)

Budgeted Outcomes / Accountability (focus on improved performance):

- A key element of the reset LLDC will be to ensure promote access to the Queen Elizabeth Olympic Park, as well as the socioeconomic opportunities which are presented through the management and operation of the estate.

- As part of securing a smooth transition of regeneration functions as part of the LLDC's reset, the following strategic outcomes will be supported.

    - Priority 2: Homes for the future
    - Priority 4: Boost culture, business, jobs and leisure
    - Priority 6: Empower Communities and Fight Crime
    - Priority 7: A clean and green future

Risks and Implications:

The risk of not resourcing this is that the council increases its risk of not undertaking due diligence and becoming vulnerable to the following risks.

- The council has agreed at a political and CEx level to contributing towards shared activities between LLDC boroughs which support a smooth transition of LLDC. These activities include the shaping of an agreed approach to transition amongst LLDC boroughs as well as undertaking due diligence to ensure boroughs secure an optimal outcome from the transition and are not disadvantaged in terms of outcomes for residents or finances.
- In addition to the reputational damage of not standing behind this commitment, there would of course be financial implications of not undertaking due diligence on elements of transition outlined in the summary section.

Value for Money and Efficiency:

Through resourcing this growth bid a range of gains would be made which would achieve value for money / efficiencies. They include;

- Effective local programme management of LLDC transition, ensuring the transition date of December 2024 is secured.
- Robust handover of data re: development management would lead to limited disruption to progression of developments in the LBTH/LLDC area. This would limit any loss of revenues in planning fees which may be the case should data not be transitioned effectively.
- Robust handover of data re: planning obligations would lead to limited disruption in the requesting / collection of CIL/S106 funds which fall within the LLDC/LBTH boundary. and any interest which might be foregone with late payments.
- Inability to secure a robust handover of DM/Planning obligations data by December 2024 would potentially cause service disruption thereafter as officers within the team would be diverted away from their BAU in order to back capture data.
- Further gains in value for money are achieved through undertaking due diligence in relation to (a) the transfer of assets from the LLDC back to the borough (b) querying whether TUPE rights for existing LLDC planning staff. Without due diligence being undertaken, the borough could be assuming responsibility for costs on which there is no strategic or operational need, with limited recompense.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA be required?	No

Additional Information and Comments:

GROWTH PROPOSAL

Proposal Title:	**Encouraging community engagement and improved standards of environmental quality**

Reference:	GRO / PLA 004 / 23-24	**Growth Type:**	Mayoral Priority
Directorate:	Place	**Growth Service Area:**	Central services
Directorate Service:	Public Realm	**Strategic Priority Outcome:**	7. Working towards a clean and green future
Lead Officer and Post:	Dan Jones, Director of Public Realm	**Lead Member and Portfolio:**	Cllr Kabir Hussain, Cabinet Member for Environment and Climate Emergency

Financial Impact:	Current Budget 2022-23	Growth 2023-24	Growth 2024-25	Growth 2025-26	Total Growth
Budget (£000)	1,145	109	(109)	-	-

Staffing Impact (if applicable):	Current 2022-23	FTE Increase 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	Total FTE Increase
Employees (FTE)	20	4	(4)	-	-

Proposal Summary:

This proposal – linked to the declaration of a waste emergency and the necessity for a Waste and Street Cleansing Improvement Plan – would enable the council to deliver on the Mayor's manifesto pledge to "encourage our community to become involved in community walkabouts to check standards are being maintained across the borough", ensuring environmental quality and improving community engagement. This work requires additional staff resources within our Environmental Services Team, and would help us to reduce the impact of environmental crime across the Borough using effective education, advice and engagement, and to provide adequate resources to co-ordinate ward based improvement action.

This growth bid will allow for four existing Environmental Co-ordinator fixed term contract posts to continue until the end of September 2023.

What will the proposal deliver?

The focus of the Environmental Co-ordinators is to

- Develop a programme of community walkabouts, with focus on checking and reporting standards of local environmental quality
- Deliver community engagement events focussed on building partnerships with local business, visitor and resident groups
- Actively promote, support and facilitate local stakeholders looking to volunteer in improving their Local Environmental Quality
- Develop communication plan to promote community walkabouts
- Implement improved reporting mechanism via new webpages, webforms and Love Your Neighbourhood app, for community members to highlight problems areas and incidents.
- Develop plans with landowners and landlords to improve standards on private land

What is the motivation and reason for the proposal?

To be able to effectively and consistently deliver on the Mayor's manifesto pledges to encourage our community to become involved in community walkabouts, to check standards of environmental quality and improve community engagement. This will support community led and supported behaviour change and improvements in environmental quality and resident satisfaction with cleanliness of the borough.

Why is this desirable?

Additional resources will assist in the effective management of waste and environmental related anti-social and illegal behaviour and help improve the look and feel of the public realm. Increasing community involvement is key to people taking more care and responsibility for their neighbourhood, for managing their waste, wasting less, re-using and recycling more. To encourage others to be more involved and take responsibility for improving the area.

Evidence any numbers and cost drivers.
Illegal fly-tipping and other enviro-crime such as fly tipping, graffiti, litter, dog fouling have a significant clear-up and disposal costs to the authority in excess of £3.5m per year.
In addition, littering and fly-tipping have negative impact on residents, visitors, and businesses perception of cleanliness across the Borough. This is linked to increased fear of crime and anti-social behaviour and dis-satisfaction in the quality of the local area.

Budgeted Outcomes / Accountability (focus on improved performance):

How does this proposal contribute to achieving the strategic priorities of the Council?
This is directly linked to the Mayor's priorities of delivering a Clean and Green future, to empower communities get more involved in community walkabouts and reporting standards of environmental quality.

What are the expected improvements in service delivery & performance?
This additional resource will lead to increased community engagement, education and advice, targeting a reduction in environmental crime, increased community engagement to improve reporting of problems, and improved standards across the Borough.

Risks and Implications:

Without the increase in funding the posts could not continue to be funded until September 2023.

Value for Money and Efficiency:

These additional resources will help reduce illegal waste disposal cost of £3.5m per year as well as support increased generation of income from legitimate commercial waste collections, and reduced cleansing and waste management costs associated with others people, landowners and landlords not taking responsibility for their waste, cleansing and tenants behaviour.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA be required?	No

Additional Information and Comments:

GROWTH PROPOSAL

Proposal Title:	**Waste Treatment and Disposal**

Reference:	GRO / PLA 005 / 23-24	**Growth Type:**	Unavoidable Growth
Directorate:	Place	**Growth Service Area:**	Central services
Directorate Service:	Operational Service, Public Realm	**Strategic Priority Outcome:**	7. Working towards a clean and green future
Lead Officer and Post:	Catherine Cooke, Environmental Service Improvement Team Leader	**Lead Member and Portfolio:**	Cllr Kabir Hussain, Cabinet Member for Environment and Climate Emergency

Financial Impact:	Current Budget 2022-23	Growth 2023-24	Growth 2024-25	Growth 2025-26	Total Growth
Budget (£000)	11,056	155	(155)	-	-

Staffing Impact (if applicable):	Current 2022-23	FTE Increase 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	Total FTE Increase
Employees (FTE)	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

As both a Waste Collection and Waste Disposal Authority the council has a statutory duty to collect and dispose of Municipal Waste that arises within the Authority area. This includes all waste, recyclable materials, food and garden waste collected from households.

We are seeking £155,000 of growth funding in 2023/24 to cover the impact of the increase in the cost of processing dry recycling.

The contract with Bywaters expires on 31st March 2023 and we are currently seeking a 12 month extension. The market and the contractors underlying costs will have been impacted by changes in the price of fuel and energy and the increase in the rates of inflation since the current contract started. It is therefore anticipated that the gate fee prices secured through this extension will be higher than the current prices.

Current estimated spend 2022/23: £1,718,485
Increase spend with estimated 9% inflation: £1,873,160

Collected dry recycling tonnage

2019-20	2020-21	2021-22
12,096	13,540	13,794

It is not possible to extend the Bywaters contract for a period less than 12 months for the following reasons:

- The shape and nature of the contract Specification is driven by the service model deployed and the anticipated tonnages to be managed. The Government's waste and recycling policy reforms will impact on the service model but as yet the full details of the policy reforms have not been released by Government. The anticipated timetable for policy reform change is from April 2024, which would coincide with the end of a 12 month extension. The new contract could therefore be shaped to respond to the needs of the policy reforms.
- The time to procure a new contract of this value and complexity is lengthy. In addition to conducting the procurement process itself, the council is obliged to consult the GLA on the shape and nature of the new contract (including the fully drafted Specification) before commencing the procurement process. There is a statutory period for this consultation process which equates to approx. 4 months. In total the process to put a new contract in place is estimated at 12 months.

The Payment Protocol within the MRF contract includes a Materials Rebate, payable to the council, as part of the total monthly payment. The rebate is a per tonne figure, which is not a fixed sum, that is calculated every six months (April and October). A basket value is calculated from sampling our material and a proportion of the revenue received for the sale of recyclable materials is paid to the council. If the value of recyclable materials drops it is possible the rebate could drop to zero or become a negative figure.

The amount of rebate paid to the council in 2021/22 and to date in 2022/23 are shown below:

	2021/22			2022/23		
	Rebate value	**Processed through MRF (tonnes)**	**Total rebate**	**Rebate value**	**Processed through MRF (tonnes)(to date)**	**Total rebate (to date)**
Q1	£11.16	3,572	£39,868	£13.07	3,469	£45,341
Q2	£11.16	3,469	£38,709	£13.07	*2,388**	*£31,215**
Q3	£11.89	3,360	£39,952			
Q4	£11.89	3,355	£39,890			
TOTALS		**13,756**	**£158,419**		**5,857**	**£76,556**

*waiting for September figures

From 2023, it is unclear what level of rebate from recycling will be received as the initial term of the contract with Bywaters expires March 2023 and we seek an extension.

Budgeted Outcomes / Accountability (focus on improved performance):

The council has a statutory obligation to arrange for the treatment and disposal of Municipal Waste within the Authority area in order to protect the environment and human health. The council also has a statutory obligation to send dry materials for recycling and organic waste for composting. The amount of household waste that is recycled or composted contributes to the strategic performance indicator, percentage of household waste sent for reuse, recycling or composting.

Risks and Implications:

There are a number of variables that could have an impact on the cost of recyclable materials processing, some of which are hard to predict at this present time:

- The contract with Bywaters for processing dry recyclable materials will expire on 31st March 2023. Gate fees for the extended contract could be higher than current rates due to the changes in the price of fuel and energy and the increase in the rates of inflation since the current contract started.
- The percentage of non-conforming loads and contaminated material increases and we are charged at a higher processing rate.
- There is uncertainty over the anticipated level of housing growth which will have an impact on waste and recycling generation.

Value for Money and Efficiency:

The Council has made significant strides in mitigating the costs of waste treatment and disposal by maintaining levels of diversion from landfill disposal to other forms of waste treatment through the current waste disposal contract and at the time this contract was procured significant savings were delivered from the procurement process.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA be required?	No

Additional Information and Comments:

GROWTH PROPOSAL

Proposal Title:	**Arboriculture**

Reference:	GRO / PLA 006 / 23-24	**Growth Type:**	Unavoidable Growth
Directorate:	Place	**Growth Service Area:**	Cultural and related services
Directorate Service:	Public Realm	**Strategic Priority Outcome:**	7. Working towards a clean and green future
Lead Officer and Post:	Michael Hime, Green Team & Contracts Manager	**Lead Member and Portfolio:**	Cllr Kabir Hussain, Cabinet Member for Environment and Climate Emergency

Financial Impact:	Current Budget 2022-23	Growth 2023-24	Growth 2024-25	Growth 2025-26	Total Growth
Budget (£000)	258	51	-	-	51

Staffing Impact (if applicable)**:**	Current 2022-23	FTE Increase 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	Total FTE Increase
Employees (FTE)	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

This growth bid is required to fund tree management costs incurred from an increase in tree numbers across the Borough and the emergence of new pests and diseases.

In the last 5 years, the TH tree stock has increased from approximately 19,000 trees to 28,000 trees. This has occurred following an increased tree planting programme across the Borough year on year, Mayoral Manifesto targets to plant more trees and the acquirement of tree management responsibilities at Mudchute Farm and Tower Hamlets Cemetery. We have also seen the emergence of Massaria across the Boroughs London Plane trees and following government cuts, we are also now liable to pay the full costs for the control and removal of OPM nests across the Boroughs Oak trees.

The number of trees inherited from Mudchute Farm and Tower Hamlets Cemetery amounts to 5,000. These 2,000 trees at Mudchute Farm and an additional 3,000 trees at Tower Hamlets Cemetery will result in a budget pressure which can be mitigated with other underspends within the Green Team. However, there are still 4,000 trees which we require funding for, for the following reasons.

Since inheriting the service in February 2013, the Green Teams Arboricultural section has managed the council's tree stock efficiently and effectively and in line with all current Arboricultural legislation and guidance. To do this, the Arboricultural Team regularly inspect and prune trees to ensure they are healthy and safe, to maintain them to proportions appropriate to their context.

Where trees have been managed as pollards, we have had to introduce a pollarding regime where they will be cyclically pruned every 3 years. Pollarding is a tree management technique used to reduce and maintain a trees size through the cyclical cutting of new growth back to the original pollard point. Once a pollarding cycle has been instigated, it is important that it is regularly maintained (pruned every 3 years in line with industry best practice) as regrowth is dense and rapid. As a result of this, branch unions can be weaker leading to a higher likelihood of failure if the regrowth is not appropriately maintained.

The emergence of new tree pests and diseases and an increased prominence of some current tree pest and diseases have had a significant impact on the resources of the Arboricultural service. Two pests and diseases where this is particularly noticeable are Massaria and Oak Processionary Moth (OPM). Massaria is a fungal disease which causes the rapid dieback of infected branches of London Plane trees. Prior to the increased prominence of this disease, the general maintenance of mature London Plane trees was relatively low. Now to effectively

control the disease and manage the increased health and safety risks associated with the rapid dieback of large branches, the cyclical inspection and removal of dead and diseased branches is required. For trees in high target areas this should be carried out annually in line with industry best practice and guidance.

OPM is a pest which defoliates oak trees and also causes a significant threat to public and animal health. Public Health England has found that humans and animals that come in to contact with the hairs of this pest during the larvae (caterpillar) instar are exposed to a range of symptoms ranging from dermatitis to anaphylaxis. Due to the severity of these symptoms the Forestry Commission have so far funded a systematic approach to controlling OPM in the UK. This includes the regular spraying of infected trees and the specialist removal and incineration of nests. As a result of this the Forestry Commission issue Statutory Notices to each local authority for the removal of all OPM nests by September each year.

Since 2020 funding has been fully revoked for the specialist spraying, removal and incineration of OPM nests. This means Local Authorities are currently liable to pay for the removal of OPM nests across their respective Boroughs. This year (2022) the total number of trees infected by OPM was 97 and the total cost to treat and remove the nests was £13,700.

On average, it costs approximately £13.40 per tree, per year to manage the council's tree stock.

Budgeted Outcomes / Accountability (focus on improved performance):

An increase of £51k in the Arboricultural Maintenance Budget will ensure that the Green Teams Arboricultural service can efficiently and effectively manage the above 4000 trees safely resulting in a healthy tree stock across the Borough, in line with local and national policy and guidance and ensure it meets its statutory obligations. This will ensure the risk of health and safety and property damage instances, attributed to both an increase in the number of trees being managed and the emergence and increasing prominence of tree pests and diseases, is adequately mitigated.

Risks and Implications:

Failure to increase the Arboricultural Maintenance Budget will significantly jeopardise the ability of the Green Teams Arboricultural section to efficiently and effectively manage a safe and healthy tree stock across the Borough, in line with local and national policy and guidance.

This would likely see an increase in the number of personal injury and property damage insurance claims made against the council, attributed to both an increase in the number of trees being managed and the emergence and increasing prominence of tree pests and diseases. This would harm the council financially and be damaging to the council's reputation.

Value for Money and Efficiency:

An increase in tree stock from approximately 19,000 to 28,000 trees, coupled with the introduction of a pollarding regime and the ever-increasing prominence of Massaria and OPM means the current Arboricultural Maintenance budget is not sufficient to safely and effectively manage the Borough's tree stock in line with local and national policy and guidance.

Increasing the Arboricultural Maintenance budget by £51,000 per annum will ensure that the above 4000 trees across the Borough are managed in an efficient and proactive way, resulting in a safe and healthy tree stock for the public to enjoy. This figure has been broken down below, highlighting the additional costs the Green Team are incurring each year from having to manage an increase in both tree numbers and tree pests and diseases.

An increase in the number of trees we manage by 9000 trees, equates to an approximate 45% increase. Our current tree maintenance budget is £258K, effectively this would amount to an increase in expenditure of £116,100. However, as this growth bid is for 51k it should be noted that the 5,000 additional trees at Mudchute Farm and Tower Hamlets Cemetery will result in a budget pressure which can be mitigated with other underspends in Green Team.

The use of CAVAT funding has been considered but this can only be used for the supply, and not the management, of trees.

This additional funding will allow for the efficient and effective management of safe and healthy trees across the Borough in line with local and national policy and guidance and will reduce the council's expenditure on personal injury and property damage insurance claims. It will also safeguard the Green Teams exemplary reputation as an LBTH service.

This funding will also increase efficiency within the department by allowing us to record each infected tree on our tree management software and create a cyclical pruning schedule which will be raised at the beginning of each financial year. This will ensure all infected trees are pruned as leaves begin to emerge throughout May and June. This will reduce the risk of missing infected and dead branches throughout the crown and ensure all trees are pruned prior to summertime when the highest numbers of people are using parks and open spaces across the Borough and the likelihood of branch failure increases due to leaf weight.

On top of this, it will ensure that we can meet our statutory obligation to remove all OPM nests before September each year.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA be required?	No

Additional Information and Comments:

GROWTH PROPOSAL

Proposal Title:	**Fully fund housing enforcement officers to hold landlords to account**

Reference:	GRO / PLA 007 / 23-24	**Growth Type:**	Mayoral Priority
Directorate:	Place	**Growth Service Area:**	Central services
Directorate Service:	Environmental Health and Trading Standards	**Strategic Priority Outcome:**	2. Providing homes for the future
Lead Officer and Post:	David Tolley – Head of Environmental Health and Trading Standards	**Lead Member and Portfolio:**	Cllr Kabir Ahmed, Cabinet Member for Regeneration, Inclusive Development and Housebuilding

Financial Impact:	Current Budget 2022-23	Growth 2023-24	Growth 2024-25	Growth 2025-26	Total Growth
Budget (£000)	586	168	56	-	224

Staffing Impact (if applicable):	Current 2022-23	FTE Increase 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	Total FTE Increase
Employees (FTE)	10	3	1	-	4

Proposal Summary:

This proposal would enable the council to deliver on the manifesto pledge to "fully fund and resource housing enforcement officers to hold landlords to account". This is a reviewed proposal and would provide the council with additional resource in this area, better enabling the council to deliver on vitally important work following the 'preventing future deaths' report by the Coroner in relation to her findings against Rochdale Boroughwide Housing and the damp and mould issues that led to a young child's death in Rochdale (Manchester).

If we are to tackle issues within the RSL sector in relation to the duties they have under the Housing Act, and also to support tenants in obtaining rent repayment orders (12-month rent paid back to them) for non-compliant landlords in the private rented sector (PRS), additional Environmental Health/Housing Standards Officers are required. This is particularly the case given that 40% of all housing stock in Tower Hamlets is PRS, meaning we require greater resource.

The growth areas that would be addressed include dealing with the RSL property complaints (currently this is not done), energy efficiency improvements, safety certification auditing, housing condition inspections, increase in prosecutions.

This proposal is dependent on being able to employ Environmental Health staff, which historically has been difficult. The revised proposal suggests we begin recruitment as soon as possible, but reprofiled across both 2023-24 and 2024-25.

A review on management capacity in the Team would also be required.

Budgeted Outcomes / Accountability (focus on improved performance):

The options detailed above will meet the manifesto pledge and closing the current gap by holding Registered Social Landlords to account. The additional resourcing will enable complaints to be fully investigated and action taken using the powers provided by the Housing Act 2004 and associated legislation.

Risks and Implications:

There are no statutory risks as the Service does respond to all complaints. There may be additional burden on support services i.e. legal, if further enforcement cases are taken as a result of additional staffing.

Value for Money and Efficiency:

The improvement of living conditions is well known to have a positive impact of residents lives and wellbeing. If we are able to improve living conditions for residents then they may be less demand for other health related services in the longer term.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA be required?	No

Additional Information and Comments:

GROWTH PROPOSAL

Proposal Title:	Energy Performance Certificates Programme for Leased Properties

Reference:	GRO / PLA 008 / 23-24	**Growth Type:**	Budget Pressure
Directorate:	Place	**Growth Service Area:**	Central services
Directorate Service:	Property & Major Programmes	**Strategic Priority Outcome:**	7. Working towards a clean and green future
Lead Officer and Post:	Ralph Million, Acting Head of Asset Management	**Lead Member and Portfolio:**	Cllr Kabir Hussain, Cabinet Member for Environment and Climate Emergency

Financial Impact:	Current Budget 2022-23	Growth 2023-24	Growth 2024-25	Growth 2025-26	Total Growth
Budget (£000)	-	45	(45)	-	-

Staffing Impact (if applicable):	Current 2022-23	FTE Increase 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	Total FTE Increase
Employees (FTE)	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

As part of the national target for the UK to be net zero by 2050, the Government has set a target of raising the minimum energy efficiency standard in rented non-domestic buildings to EPC rating B by 2030. As intermediate targets over the next three years, the Government has set the following.

- 1 April 2023. It will be unlawful for landlords to continue to let non-domestic buildings in the scope of the Minimum Energy Efficiency Standards (MEES) regulations with an Energy Performance Certificate (EPC) rating of 'F' or 'G'.
- 1 April 2025. All non-domestic rented buildings in the scope of the MEES regulations must have a valid EPC.

The MEES regulations were introduced in 2015 to target the least energy efficient buildings. Since April 2018, landlords of qualifying non-domestic property have needed to ensure that their properties comply, and new leases on properties with an EPC rating lower than an 'E' cannot be granted. The 2023 regulation changes will apply to all existing non-domestic leases, and it will be unlawful for landlords to continue to let (although not sell) commercial property with an EPC rating of 'F' or 'G'.

A Government 2021 consultation paper contains the 2025 date, along with a further date of April 2027 by when all rented non-domestic buildings must meet a minimum EPC rating of C. Whilst the energy usage in these properties is managed by third-party tenants, the improvements in energy efficiency are in line with the council's commitment to become a net zero carbon borough by 2045 or sooner.

The council has 407 property leases of 99 years or less, which are in scope of the MEES regulations. Of these 102 have EPCs, and 305 do not. EPCs are generally only obtained when a property is being marketed, when it is a legal requirement. EPCs only last for 10 years, and the Council also had a number which have now expired, which are included within the 305.

In order to meet the 2025 target, EPCs will need to be obtained for the 305 properties. The cost of an EPC is related to the floor area of the property involved. EPCs are produced by accredited energy assessors; the council buys in the service from suppliers. There is an existing small contract with a total value of £7,500 to facilitate any EPCs required for marketing purposes. The estimated cost for obtaining the 305 EPCs, allowing for 10% failure rate and re-assessment after works is £150,000, uplifted to £165,000 allowing for 10% growth, as per the table below There is no budget provision for the costs of obtaining EPCs. Where individual EPCs have been obtained previously, the costs have been charged to a budget linked to the rental income, most of which is within the HRA.

This proposal excludes the costs associated with undertaking compliance works to ensure the property meets the EPC Regulations.

Our existing supplier has a sliding charging scale based on size, with it increasing in 1,000 sq ft bands. The median cost is £435 per EPC, with a further £125 for a Recommendation Report, which is recommended even if the property is compliant, as can assist with meeting the more stringent targets. Should the property fail its EPC there is a £30 credit, with a reduced £220 charge for revisiting after the works have been completed to record compliance. It is assumed that 10% of the portfolio will fail to meet an E or higher, based on historic levels. The costs are as per the below Table

Initial Assessment			
Properties	305		
Ave Cost	£435		
		£132,675	
Recommendation Reports	£125		
		£3,875	
Non Compliance			
Properties	31		
Credit	-£30		
		-£930	
Re-survey	£220		
		£6,820	
			£142,440

A further margin of 15% is sought to allow for price increases due to the proposals to start next year.

The properties involved are held in both the HRA and General Fund (including King Georges Field Trust). The percentage split by number of properties is 70% HRA, 27.5% General Fund, and 2.5% King Georges Field Trust. This growth bid relates to the properties held in the General Fund, which equates to growth of around £45k.

It is proposed that the new EPCs required are obtained during the 2023/24 year. This will allow a period of a year before April 2025 to carry out any improvement works required to deal with any F or G ratings. This excludes any EPCs which are required under Business as Usual (BAU) where properties become vacant and are to be let.

This proposal does not include for works to improve EPC ratings. As the council develops comprehensive EPC coverage, it will be possible to estimate the costs of works and a further growth proposal will come forward at that stage. It is the council's responsibility to ensure that its let properties comply with the MEES regulations, hence the primary responsibility for carrying out necessary work rests with the council.

Based on the situation with the limited number of EPCs carried out to date, the proportion of properties with rating B or above is 8% and 36% at C or above. The achievement of the B or above target for all let properties by 2030 will require intervention in most properties.

Where properties achieve an initial rating of F or G then the assessor will provide guidance as to the works required to improve as well as the impact of them. These will be assessed individually and will be considered on a cost/efficiency basis. It is anticipated these works will be undertaken under the Capital works programme.

The theory is that by having a higher rating then the property is more energy efficient, and the cost of bills will reduce.

Budgeted Outcomes / Accountability (focus on improved performance):

The impact of increased energy performance in terms of reduced consumption benefits the occupiers of let properties. There may a marginal benefit to the council in terms of rental value, however it must be assumed that all landlords will be following a similar trajectory as the council.

Risks and Implications:

The enforcement of MEES regulations is with the council. The penalties for non-compliance are fines. For renting out a non-compliant property for a period of more than 3 months the fine is 20% of the rateable value, with a minimum fine of £10,000 to a maximum of £150,000.

There is reputational risk, given the council's role as enforcement authority and regarding its own carbon reduction policies.

Value for Money and Efficiency:
The principal driver for the process is to comply with regulations, with a secondary benefit of supporting the council's net zero policy. Furthermore, by having a higher rated property, then the property should be more energy efficient, with a beneficial impact on bills as well as on the environment Due to the anticipated level of costs, it is appreciated a full procurement will need to be undertaken, and we will propose that this is by adopting a local government framework to have multiple providers bid for the work and undertake it across the whole portfolio concurrently

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA be required?	No

Additional Information and Comments:

GROWTH PROPOSAL

Proposal Title:	Tackling Poverty Team

Reference:	GRO / PLA 009 / 23-24	**Growth Type:**	Mayoral Priority
Directorate:	Place	**Growth Service Area:**	Central services
Directorate Service:	Growth and Economic Development	**Strategic Priority Outcome:**	1. Tackling the cost-of-living crisis
Lead Officer and Post:	Ellie Kershaw, Acting Director Growth and Economic Development	**Lead Member and Portfolio:**	Cllr Saied Ahmed, Cabinet Member for Resources and the Cost of Living

Financial Impact:	Current Budget 2022-23	Growth 2023-24	Growth 2024-25	Growth 2025-26	Total Growth
Budget (£000)	-	-	700	-	700

Staffing Impact (if applicable):	Current 2022-23	FTE Increase 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	Total FTE Increase
Employees (FTE)	12	-	-	-	-

Proposal Summary:

The Tackling Poverty Team was set up in 2017 to create and manage a number of initiatives relating to tackling poverty. After the first three years, the team has been extended a year at a time. This proposal is to create a base budget to fund the team permanently from 2024-25. The team will be funded in 2023-24 through in year government grants and a service specific reserve.

Over the two years of the pandemic, people in poverty or on low incomes were disproportionately impacted both in terms of health and in terms of finance, due to those in work being the most likely to have customer facing roles, many in industries like hospitality which have still not recovered to pre pandemic levels. Having come out of covid the country has plunged into a cost of living crisis, seeing average energy bills increase threefold, the cost of basic foods increase 15-20% and with an inflation rate of 18% predicted for January 2023.

The government has put some funding and initiatives in place, such as the household support fund and the holiday activities and food programme, both of which are managed by the Tackling Poverty Team, along with an outreach team giving direct advice to residents, who have so far increased resident's income by £5.73 for every £1 invested in them, management of the Council's resident support grant fund, benefit take up campaigns and other projects as identified by national and local research and trends that support families in financial crisis.

It is clear that over the next few years there will be no relief for these households and, indeed, their circumstances are likely to continue to worsen. According to the council's tackling poverty dashboard poverty is increasing in the borough, with an 18% increase between June and July of households in food poverty, 15% increase of households in relative poverty and 18% in food poverty- before we have even begun to see the impacts of impending fuel and food increases.

Much of the work that the team carries out would have to be carried out elsewhere in the council were the team to be discontinued, as the work itself could not drop, particularly that which is government funded.

Budgeted Outcomes / Accountability (focus on improved performance):

Tackling the cost of living crisis is a priority for the council, and the removal of a team dedicated to this would severely impact the council's chances of supporting residents through this crisis.

It also meets the strategic priority that inequality is tackled.

Risks and Implications:
If current team members are not given some certainly over their length of tenure, we risk losing well trained and committed staff to other organisations, impacting the team's ability to carry out the range of work it currently does, which in turn would impact the council's ability to carry out not only the discretionary work, but that which government is currently funding. Ending the tenure of a team dedicated to tackling poverty during a cost of living crisis could create negative publicity for the council.

Value for Money and Efficiency:
Residents who are struggling financially are more likely to contact the council and need additional support for a wide variety of reasons, increasing costs and pressures in other services.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA be required?	No

Additional Information and Comments:

GROWTH PROPOSAL

Proposal Title:	Low Carbon Fuel Supply

Reference:	GRO / PLA 010 / 23-24	**Growth Type:**	Mayoral Priority
Directorate:	Place	**Growth Service Area:**	Highways and transport
Directorate Service:	Transport Services Unit	**Strategic Priority Outcome:**	7. Working towards a clean and green future
Lead Officer and Post:	Robert Williams - Interim Operations Manager (Transport)	**Lead Member and Portfolio:**	Cllr Kabir Hussain, Cabinet Member for Environment and Climate Emergency

Financial Impact:	Current Budget 2022-23	Growth 2023-24	Growth 2024-25	Growth 2025-26	Total Growth
Budget (£000)	800	180	-	-	180

Staffing Impact (if applicable)**:**	Current 2022-23	FTE Increase 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	Total FTE Increase
Employees (FTE)	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

This proposal is linked to the decision on the future electrification of the fleet, and would help us to achieve the Council's Net Zero Carbon Targets by 2025. The proposal is to switch to low emission biofuel.

Using Low emission biofuel across the LBTH fleet would cost an extra £180k on the 2022/23 budget from 2023/24 onwards. This is in addition to unavoidable cost pressures from the current rise in fuel prices.

This will allow for a significant reduction in council vehicle emissions linked to zero carbon and air quality improvement plans.

Background

The price of petroleum derived products has increased sharply since April 2020. There are several factors influencing this including: -

- Restarting of economies post Covid
- The move away from coal to oil to generate electricity in some countries, and
- Interruptions in supply owing to the war in the Ukraine.

This proposal is to replace the use of standard diesel (DERV) supplied from Blackwall Depot with hydrotreated vegetable oil (HVO). To make substantial reductions in exhaust and carbon emissions from the Council Fleet. Options have been reviewed in terms of a phased approach – for example converting some of the fleet but not all – however we do not have the capacity to run two different fuel types with separate tanks and fuel pumps. Therefore if a decision is made to proceed, it must cover the fleet.

The Council carried out a major Fleet renewal three years ago, to replace older polluting vehicles with new ones that are compliant with the Euro VI engine and exhaust standard.

Having consulted with other neighbouring authorities, and studied best practice, it was found that the use of HVO (Green D plus), gives a further drop in vehicle emissions, reducing:

- nitrogen oxides (NOx) ***by a further 33%,*** and
- CO2 ***by a further 90%.***

The HVO Green D plus is a sustainable biofuel and providers can produce Renewable Energy Guarantees to confirm this. The current fleet can operate on HVO without modifications to the engines.

The use of HVO makes a very positive contribution to reduce green house gases (carbon) created by Council operated vehicles.

There is a substantial early reduction in carbon emissions for £180k per year, when compared to the estimated cost of £40 million to replace the current fleet with fully electric equivalents. This programme of electrification will take longer to implement given timescales for replacement of vehicles and installation of charging infrastructure.

Alternatively, the council could delay the transition to a low emission biofuel to a later year, however it is proposed as growth for 2023-24 in order to help meet our rapidly approaching net zero target.

Budgeted Outcomes / Accountability (focus on improved performance):

In addition to unavoidable fuel price increases, the cost of switching to HVO would be an extra £180k per year. Under the current contractual arrangement this would increase the cost of fuel by 25 pence per litre

- 719,000 litres of fuel at extra £0.25 per litre we would cost an extra £179,750

This would, however, be a proven route to achieve a strategic priority of improving local air quality, whilst reducing greenhouse gas emissions.

The projected cost of replacing the existing Fleet with electric powered vehicles is £40 million in capital.

There is no measurable difference in fuel consumed by vehicles powered with HVO rather than DERV in neighbouring boroughs. There is a further benefit in reduced blockage of the diesel particulate filter (DPF) when using HVO.

The Council will achieve a substantial improvement by reducing harmful vehicle emissions through the use of HVO.

Risks and Implications:

There is an environmental risk by continuing to use DERV. Although the new Fleet is far less polluting than the previous old vehicles the Council does operate a medium sized fleet in an inner-city environment, so is a contributor to poor air quality in the area. This in turn has a reputational risk to the Council as being seen not to adopt best practice and take steps to reduce 'Scope 1' greenhouse gas emissions, these being in the direct control of the authority.

Value for Money and Efficiency:

The introduction of HVO allows the Council to reduce harmful emissions from the Fleet, without having to make any modifications to engines, and can be delivered using the existing fuelling infrastructure. The current contracted fuel supplier, World Fuels Limited (WFL), is a distributor for HVO Green D plus in the UK and can make deliveries of this new fuel type.

The introduction of HVO would reduce NOx and CO2 emissions at a cost, however, is less expensive than estimated £40 million to electrify the Fleet. In addition, there is the environmental benefit of reducing carbon emissions from the manufacture of new electric vehicles.

We are investigating joint procurement opportunities with LB Hackney and Islington to obtain best price for joint supply of HVO via an open tender to be completed by 31 January 2023. Our estimated price per litre for this growth bid at an extra £0.19 pence per litre is in line with current market rates.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	Yes	It benefits all staff and residents by reducing harmful emissions from the Council Fleet.
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA be required?	No

Additional Information and Comments:

GROWTH PROPOSAL

Proposal Title:	**Democratic Services Support to Elected Members**

Reference:	GRO / CEO 001 / 23-24	**Growth Type:**	Mayoral Priority
Directorate:	Chief Executive's Office	**Growth Service Area:**	Central services
Directorate Service:	Democratic Services	**Strategic Priority:**	5. Investing in public services
Lead Officer and Post:	Matthew Mannion, Head of Democratic Services	**Lead Member and Portfolio:**	Mayor Lutfur Rahman, Executive Mayor

up

Financial Impact:	Current Budget 2022-23	Growth 2023-24	Growth 2024-25	Growth 2025-26	Total Growth
Budget (£000)	158	114	-	-	114

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Staffing Impact (if applicable)**:**	Current FTE 2022-23	FTE Increase 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	Total FTE Increase
Employees (FTE) or state N/A	3	2	-	-	2

Proposal Summary:

Summary
This proposal is to meet the Mayor's requirement to increase support to councillors in carrying out their role to improve the service they can give to the public and the committees they serve. This is particularly important after an election where two thirds of Councillors were new or returning after a break from service. Support requirements and demands on the service have markedly increased. The administration have also requested that the service looks to re-introduce some of the support offers available previously which have been curtailed over the years to make savings.

There are currently three Member Support Officers (at a total cost of service of £158k). These officers support Members generally and the Speaker of the Council specifically. Each additional post required would (subject to role evaluations) add £57k per year to the base budget, including on-costs. It is proposed that two Grade I posts be added to the team which would be an extra cost of £114k per year.

Historical Context
The Member Support Service has always played an important role in helping Members to fulfil their functions to the best of their abilities. However, as demands have changed and technology improved, the service has altered at various times over the years.

For example, in 2011-12 the Member Support team consisted of 6 officers who helped Members with correspondence, diary management, submitting and processing MEs and similar tasks on top of those services provided currently (IT support, surgery arrangements, etc).

Leading up to 2018-19 the team was gradually reduced to 3 members and some of the above listed services were ended. The team have also taken on new work such as managing the Members Bulletin, Members Hub and supporting Member Learning and Development. Processing of Member Enquiries was transferred to Information Governance as they had overall management and responsibility for the iCasework system and so it was more efficient for them to manage all iCasework processes.

Proposal
The request received is to, as far as possible, return to offering the administrative support to Members that they used to be able to call on. This includes diary management for Chairs of Committees (and Scrutiny Leads) and others who receive Special Responsibility Allowances, supporting use of ICT for those who require it (including sitting with the relevant Members whilst they undertake computer work such as managing emails, issues, correspondence etc), improved support for Member Learning and Development and similar activities.

As set out above, historically it would have required an uplift of three FTEs to meet the demands placed on the service. However, given the increased technological solutions that some Members use it is expected that not all Members will wish to take full advantage of the above offer. It is therefore proposed to increase the service by 2 FTEs at this stage.

Should the above expectation prove incorrect and the burden on the service becomes too great, discussions will be held on whether the service offer should be restricted or a further growth bid submitted.

Budgeted Outcomes / Accountability (focus on improved performance):

This proposal will help councillors to be more effective in their ward duties serving the public as well as improving preparation and participation for committee roles.

Risks and Implications:

Where Members are unable to effectively perform their roles there is a reputational risk to the Council due to the inability of Members to offer a level of service to residents that is expected.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA be required?	No

Additional Information and Comments:

GROWTH PROPOSAL

Proposal Title:	**Improving casework to deliver the Council's Strategic Plan**

Reference:	GRO / CEO 002 / 23-24	**Growth Type:**	Mayoral Priority
Directorate:	Chief Executive's Office	**Growth Service Area:**	Central services
Directorate Service:	Mayor's Office	**Strategic Priority:**	8. A council that listens and works for everyone
Lead Officer and Post:	Amy Jackson, Head of Mayor's Office	**Lead Member and Portfolio:**	Mayor Lutfur Rahman, Executive Mayor

Financial Impact:	Current Budget 2022-23	Growth 2023-24	Growth 2024-25	Growth 2025-26	Total Growth
Budget (£000)	657	1,402	-	(480)	922

Staffing Impact (if applicable)**:**	Current FTE 2022-23	FTE Increase 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	Total FTE Increase
Employees (FTE) or state N/A	11.2	27.0	-	(8.2)	18.8

Proposal Summary:

The Mayor's Office requires resources to commence working on key divisional priorities, programmes and projects to deliver on the newly adopted strategic delivery plan. The Mayor has identified programmes and projects for development and delivery.

The staffing levels for casework, cabinet support and executive support are proposed to be increased by 16.8 FTE at an estimated staffing cost of £820k and £10k for increased training and non-pay expenditure. Also the addition of a 1 FTE office assistant (£40k). The restructure will be carried out in line with the council's policies on organisational change, including taking account of potential redeployees with transferable skills. Vacant posts will be filled for periods of 6 months to a year, with the ability to extend depending on organisational and employee needs, through Workpath to support local residents into the workforce to gain skills and experience for future employment.

This growth bid also includes the staffing cost of one Strategy and Policy Officer post (£62k) to co-ordinate between the Mayor's Office and the Strategy, Improvement and Transformation division and provide policy support and the delivery of the Strategic Plan.

What is the motivation and reason for the proposal?

The new administration requires an increase in support in order to run a fully operational office to support the Mayor. From the beginning of September 2022, the Mayor will run twice-weekly surgeries that will run until 10pm, with expected numbers of 50-70 people at each surgery. The Mayor will need a large team to support these surgeries, as well as a Casework Manager to oversee their smooth and effective running. These surgeries will generate a significant amount of casework, which the team will follow up on after the surgeries.

Casework Team

The casework team will consist of the following:

- Casework Manager
- Casework Coordinator
- Caseworkers x 12

Casework Manager
The casework manager will play an important role in ensuring the Mayor is responding to the needs of Tower Hamlets residents.
The Casework Manager will need to have an in-depth understanding of Tower Hamlets and its diverse communities, the ability to prioritise, strong communication skills, political awareness and the ability to advocate for residents successfully.

The casework manager will:

- Draft letters in response to residents on behalf of the Mayor
- Lead on handling queries, casework, post and other correspondence for the with confidential items sensitively.
- Manage casework reports and report on emerging casework themes to the Mayor.
- Manage the casework team.
- Oversee the Mayor's surgeries.
- Represent the Mayor with residents and Council officers as and when requested.
- Establish and maintain effective working relationships with the public, Members, partners, and Council officers at all levels.

Casework Coordinator – existing post
Currently line-managing the team, completing 'non-casework', and managing any difficult cases or challenging residents.

Caseworkers
We currently have two caseworkers, and are recruiting 10 more.

We need a large number of caseworkers to deal with the volume of enquiries that will come from the Mayor's surgeries. This will also allow for us to have 8 caseworkers at the twice-weekly surgeries which go on until 10pm, ensuring that the late workers can get the time back the next day, but the casework office continues to be adequately staffed, and casework generated from the surgeries can be actioned in good time.

Cabinet Support Team

The current number of Cabinet Support Officers is not sufficient to effectively support the Cabinet members. A number of the Cabinet members are new to both the role as Cabinet member and councillor, and so an increased level of direct support is needed. Furthermore, the strategic plan contains a number of outcomes that the Cabinet members will need increased dedicated direct support on if they are to be achieved within the timescale set.

Cabinet Support Officers
The office currently has 3 Cabinet Support Officers, to support 9 Cabinet Members.

We are recruiting 3 more so the structure of the team will be:
1 CSO – managing the diaries of the 9 Cabinet Members and supporting the members with casework.
1 CSO – working for the Lead Member for Housing, to support the member with the significant workload that comes with this post.
4 CSOs – supporting 2 Cabinet members each.

Executive Support Team

The new Executive Support Team will consist of:

2 x PAs and Executive Support Officers – Managing the Mayor's diary and inboxes requires a higher level of support than is currently available, with support in the office 5 days a week. Two ESOs will allow for the inbox and diary to be managed more effectively and ensures the office to be adequately staffed at all times.

3 x Executive Support Assistants – to assist the ESOs with inbox management, diary management, coordinating papers and any other tasks needed to support the Mayor in his daily work.

These posts have all been filled from within the existing Tower Hamlets workforce.

We will also appoint an Office Assistant, to assist with general office duties, and specific responsibility for meeting and greeting guests, and providing refreshments for meetings. This will free up the Executive Support Team to deal with the inbox and provide the most effective possible service to the Mayor, residents and stakeholders.

This bid also proposes Mayor's Advisory posts (8.2 FTE) until 31 March 2025 at a cost of £480k for each of 2023-24 and 2024-25. The posts will be filled through the council's agency intermediary contract (Matrix). The proposed posts are:

Mayor's Advisory Role	**Proposed days per week**
Women and Equalities Advisor	5
Somali Community Advisor	5
Researcher	5
BAME Media and Communities Advisor	5
Head of External Relations	5
Social Media Manager	5
Sports and Wellbeing Advisor	3
Policy Analyst	3
Social Inclusion Advisor	5

What is the motivation and reason for the proposal?

The Mayor requires a number of advisors to support him in his work as Mayor, in particular acting as conduits to the communities of Tower Hamlets. These advisors must be highly experienced specialists in their area, and be focused on supporting the Mayor, working with the existing council officers where needed to ensure harmonious working across the council. This engagement will contribute to the delivery of all strategic priorities and the Mayor's manifesto commitments throughout his term.

The advisors will not be direct employees of the council. As with the advisors working for the Mayor up to 2015, they will be self-employed consultants. This is consistent with previous practice. The advisors will be line-managed by the Head of Mayor's Office. As with other Tower Hamlets consultants, they would be employed via Matrix.

These consultants will adhere to the same high standards as applied to council employees, and will work within the structure of the council, to ensure there is harmonious working between offices.

These roles are not currently replicated in the council structure. These are roles that have been identified by the Mayor to ensure effectiveness. Regular review will be undertaken as to their ongoing requirement.

Budgeted Outcomes / Accountability (focus on improved performance):

Increased staffing in the Mayor's office will allow the office and Mayor to be more responsive to residents' needs and requirements. It will allow for the smooth-running of surgeries, which provide a vital access point to the council services for many residents.
Increased staff numbers will ensure the office is always fully staffed, and that promotes the health and wellbeing of staff so they are fully supported.
These appointments will be made via WorkPath, which targets recruitment of people in Tower Hamlets. This will assist in the Strategic Delivery Plan's objective of a Workforce to Reflect the Community.

The advisors will ensure that the Mayor is directly supported by highly-skilled individuals in ensuring he is representing and communicating with the residents of Tower Hamlets to the best of his abilities. The specialist knowledge and support that the advisors will bring will increase and complement the existing resources available in the council. A number of the advisors will be working on engaging with some of the more vulnerable and harder to reach sections of the community, which helps us to meet our strategic priorities of empowering communities and being a council that listens and works for everyone.

The Mayor is expected to make a number of high-level decisions on a daily basis, and requires easily accessible expertise and skills to support him in making these decisions to the best of his ability. The advisors will be able to directly assist the Mayor across a number of work streams, increasing his capacity for output. They will also increase the ability of the Mayor's Office to work with and support other teams across the council, ensuring harmonious working across offices and a greater output by the council overall.

Risks and Implications:

There are no identifiable risks involved in these appointments.

Value for Money and Efficiency:

The additional capacity in the office will assist with resident contact and support, and will ensure that the Mayor and Executive are fully supported in their roles and are equipped to deliver what is required of them by the people they represent. They will also increase the ability of the Mayor's Office to work with and support other teams across the council, resulting in increased output by the council and more efficient and effective working.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	Yes	The expectation is for additional resources to help to deliver a new strategic plan which is focussed on making a difference to residents in Tower Hamlets. We will be focussed on our residents and improving their outcomes.
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	Yes	There could potentially be a change to the roles of a small number of staff, to be confirmed through the consultation.

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA be required?	Yes

Additional Information and Comments:
An Equalities Impact Analysis will be carried out as part of the restructure in line with the council's policies on organisational change.

GROWTH PROPOSAL

Proposal Title:	**Developing a Vibrant Voluntary and Community Sector (VCS)**

Reference:	GRO / CEO 003 / 23-24	**Growth Type:**	Mayoral Priority
Directorate:	Chief Executive's Office	**Growth Service Area:**	Central services
Directorate Service:	Strategy, Improvement & Transformation	**Strategic Priority Outcome:**	8. A Council that listens and works for everyone
Lead Officer and Post:	Afazul Hoque, Head of Corporate Strategy & Communities	**Lead Member and Portfolio:**	Cllr Saied Ahmed, Cabinet Member for Resources and the Cost of Living

Financial Impact:	Current Budget 2022-23	Growth 2023-24	Growth 2024-25	Growth 2025-26	Total Growth
Budget (£000)	5,195	1,255	-	-	1,255

Staffing Impact (if applicable):	Current 2022-23	FTE Increase 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	Total FTE Increase
Employees (FTE) or state N/A	13	4	-	-	4

Proposal Summary:

What is the proposal and its objectives?

The council's new Strategic Plan 2022-2026 under priority 3 sets out a commitment 'to work with the voluntary sector to develop a new funding framework for the sector'. The Council is developing options for future corporate grants programmes for the voluntary and community sector. The voluntary and community sector plays a key role in delivering improved outcomes for local residents and is in a lot of cases the first point of contact for residents. The new grants policy and outcomes framework will set out how it will contribute to the delivery of corporate priorities. The borough's VCS Strategy sets a key priority to ensure we have a more resilient and sustainable VCS. Funding from the council provides a stable platform for VCS organisations to secure external funding and support local residents. This proposal relates to increasing current VCS Grant funding from £3.5m to £4.5m which will support local organisations to support residents on a wide range of local priorities.

Furthermore, at present grants are managed by the council and commissioned providers and this proposal relates to a proposal to bring back all grants management to the council. This will mean capacity of the current team will need to be increased to work with voluntary and community sector to deliver the grants programme. The team will manage all aspects of the grants including development of the programme, providing support to VCS organisations, grants application process, assessment and monitoring and management processes. The team will also be able to support grants programme from other parts of the council which are targeted towards the voluntary and community and ensure across the co-ordination we have a much more co-ordinated grant function.

What will the proposal deliver?

The proposal will deliver an additional £1m for VCS organisations to bid for to deliver key corporate priorities. These priorities will be developed following engagement with local residents and the VCS Sector.

The voluntary and community sector team will enable the council to effectively manage corporate grants and local VCS organisations are supported to access the grants and contribute to the delivery of the Council's corporate priorities as set out in the Strategic Plan 2022-26. The team will support delivery and monitoring of the following new funding programmes:

- Mayor's Community Grants Programme
- Small Grants Programme
- Capacity Building & Infrastructure Grant Programme

The request is for 4 additional staff members as follows:

Title	Grade	Unit Cost	FTE	Total
VCS Lead	M	£76,098	1	£76,098
3 x VCS Development Officers	J	£59,506	3	£178,518
				£254,616

What is the motivation and reason for the proposal? Any changes in legislation etc.
The council has an opportunity to review and improve the ways it supports and works with voluntary and community sector organisations. Ensuring the new grants programme meets the needs of local residents, improve outcomes and reduce the demand on council and other public sector services. The new funding programme will also ensure it meets one of the key objectives of the VCS Strategy by strengthening financial stability of a larger number of VCS organisations.

Why is this desirable?
The Voluntary and community sector acts as a front door of support to local residents as seen during the pandemic. By providing additional funding to the VCS this will reduce demand on public sector services and ensure marginalised residents are supported.

The council is developing a new VCS funding policy and grants programme and to deliver this effectively capacity needs to be increased. This will ensure the new funding programme is transparent and managed effectively and delivered in line with agreed approach.

Evidence any numbers and cost drivers.
The new grants programme will lead to hundreds of grant applications which will need to be assessed, awarded and monitored. To ensure best value from these grants we will need robust monitoring and reporting of the progress of grants programmes.

Budgeted Outcomes / Accountability (focus on improved performance):

How does this proposal contribute to achieving the strategic priorities of the Council?
The grant programme will address several priorities in the Strategic Plan ensuring VCS organisations funded by the council contribute to improving outcomes for residents, reducing inequality and empower residents to engage and lead on service delivery.

What are the expected improvements in service delivery & performance? Provide performance information data.
An increase in provision by VCS organisations and will increase capacity to performance manage grants deliverables and increase support to voluntary and community sector organisations.

Risks and Implications:

Ineffective management of the council grants programme can lead to reputational risk, potential challenge by VCS, lack of value for money and impact on the council's relationship with key VCS partners.

Value for Money and Efficiency:

Voluntary and community sector are much more connected to the community and act as a first point of contact for residents. Increasing their capacity will result in a reduction on demand in council services.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA be required?	No

Additional Information and Comments:

GROWTH PROPOSAL

Proposal Title:	**Strengthening Community Cohesion**

Reference:	GRO / CEO 004 / 23-24	**Growth Type:**	Mayoral Priority
Directorate:	Chief Executive's Office	**Growth Service Area:**	Cultural and related services
Directorate Service:	Strategy, Improvement and Transformation	**Strategic Priority Outcome:**	8. A Council that listens and works for everyone
Lead Officer and Post:	Afazul Hoque, Head of Corporate Strategy & Communities	**Lead Member and Portfolio:**	Cllr Maium Talukdar, Statutory Deputy Mayor & Cabinet Member for Education and Lifelong Learning

Financial Impact:	Current Budget 2022-23	Growth 2023-24	Growth 2024-25	Growth 2025-26	Total Growth
Budget (£000)	-	83	-	-	83

Staffing Impact (if applicable):	Current 2022-23	FTE Increase 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	Total FTE Increase
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

What is the proposal and its objectives? What will the proposal deliver?

The proposal is to increase engagement with mosques in Tower Hamlets of various capacity and sizes to develop their leadership, governance, and ability to tackle inequalities (non-religious needs); improve outcomes for the Muslim community as set out in the strategic plan; strengthen community cohesion and harness their contributions to civil society through partnership and collaboration.

The project will deliver:

- Involvement of mosques in delivery of activities which help address poor outcomes for the Muslim Community
- Enable mosques to deliver a broad range of support including social welfare through for the benefit of the local community
- Mosques are actively working to safeguard children and vulnerable adults, and prevent radicalisation and extremism, as well as having appropriate policies and procedures in place delivering wider social and welfare services to the local community.
- Facilitate relationship building with Council, VCS groups, and other partners to help improve outcomes for the Muslim community.
- Enhance collaboration between mosques.
- Mosques deliver activities and events for the whole community to strengthen community cohesion.

What is the motivation and reason for the proposal? Any changes in legislation etc.

- The 2011 Census data showed that 38% of the population of Tower Hamlets are Muslims and is the largest single religious group in the borough. We are still awaiting data release on faith from 2021 Census. However, the numbers are still likely to remain significant.
- There are approximately 56 mosques of different sizes in Tower Hamlets which engage a large proportion of the local Muslim community in their activities. It is noted that while several medium sized mosques had developed their ability to serve the non-religious needs of their communities over recent years, there remains many mosques with very limited human and financial resources with which to provide social and welfare support to the communities they serve and enable greater engagement with non-Muslim communities. Mosques have considerable reach into the Muslim community and engagement with them provides a key mechanism for the Council to build an understanding of the needs of the Muslim residents as well as a means of developing partnerships to address those areas where outcomes for Muslim residents are poorer than those for non-Muslims
- Covid-19 pandemic showed the crucial role faith groups including mosques play and its reach in the community both nationally and locally. Without significant collaboration with faith institutions, it would have been far more difficult for local authorities to spread Covid-related messaging and provide the necessary support to the local communities.

Research conducted by Goldsmith's University for Faith and Society APPG reported collaboration between Local Authorities and faith groups increased rapidly during the pandemic including with mosques. Over the summer of 2020 for example, 24 percent of local authorities have been working with mosque-based food banks[1].

- Faith institutions in Tower Hamlets played an important role during the pandemic. Covid-19 proved that engagement and partnership with Mosques by the council can help achieve significant outcomes for the Muslim community and the wider community. This became even more important as majority of the Muslims suffer from health inequalities. Due to the mosques reach, public health messaging was able to be spread to all parts of the Muslim community ensuring significant adherence by Muslims to the covid -19 restrictions limiting the spread of the virus and also providing front line services. Some of the mosques provided emergency support to those in need from both the Muslim and non-Muslim communities during the pandemic, which has also impacted positively on cohesion. Previously Mosques have played an important role in delivering council priorities such as improving school attendance, recycling and health.

- The Muslim community suffers from high level of inequality in various areas including health, employment and education. Furthermore Muslims are likely to suffer from higher level of deprivation compared to most groups. Below are some statistics that demonstrates this:
  - Muslims have tested positive for COVID-19 at a rate 3.5 times higher than the UK average[2]
  - It's been reported in April 2022 that 50% of the UK Muslim households live in poverty, compared to 18% of the general UK population[3].
  - A report in 2021 suggested that Muslim community is falling into poverty at a rate 10 times higher than the UK population.[4]
  - Job losses among Muslims have been six times greater compared to the rest of the population since the pandemic began [5]
  - 42% of Muslims have used their savings to cover expenses due to the pandemic compared to 30% of the UK population[6]
  - By ethnicity, Bangladeshi (21.9%) groups have the highest proportions of people aged 16 or over with poor English language proficiency. By faith community, the Muslim population has the highest proportion of people aged 16 and over who cannot speak English well or at all (16%).[7]

Why is this desirable?

The project will enable mosques to social and economic benefits to residents and help reduce inequalities which is in line with the council's strategic priorities.

Budgeted Outcomes / Accountability (focus on improved performance):

How does this proposal contribute to achieving the strategic priorities of the Council?

This proposal has an impact on several corporate priorities as set out in the Strategic Plan 2022-26:
Priority 1: Tackling the cost-of-living crisis – through mosques being a source of information regarding support available and where possible hosting support services in the mosque
Priority 2: Homes for the future – Mosques will be able to provide support on consultation with residents on future of housing management services including THH
Priority 4: Boost culture, business, jobs and leisure- through mosques being a source of information regarding support available and where possible hosting support services in the mosque
Priority 5: Invest in public services – improve access to services
Priority 6: Empower Communities and Fight Crime – strengthen engagement and cohesion

What are the expected improvements in service delivery & performance? Provide performance information data.

[1] Keeping the Faith: Partnership between faith groups and local authorities during and beyond the pandemic p2
[2] https://muslimcensus.co.uk/wp-content/uploads/year-of-lockdown-revised-v1.pdf
[3] https://www.islamic-relief.org.uk/half-of-muslims-in-the-uk-will-struggle-to-feed-themselves-this-ramadan-as-the-cost-of-living-soars/
[4] https://muslimcensus.co.uk/financial-impact-of-covid-19-on-the-muslim-community/
[5] https://muslimcensus.co.uk/financial-impact-of-covid-19-on-the-muslim-community/
[6] https://muslimcensus.co.uk/financial-impact-of-covid-19-on-the-muslim-community/
[7] Office for National Statistics, (2011). Census Data on English Language Proficiency. Analysis of data from table CT0558 - Ethnic group by proficiency in English by sex by age.

This proposal will contribute to several key corporate performance indicators including:

- More residents agreeing that the local area is a place where people from different backgrounds get on together
- More residents from local area doing voluntary work
- More residents are satisfied with their local area as a place to live

Risks and Implications:

- Not finding appropriate contractor to deliver the programme
- Mosques not engaging, no buy in from mosques

Value for Money and Efficiency:

Mosques and other faith institutions provide crucial services to the community with limited resources and capacity. With engagement and small amount of support mosques can potentially provide far bigger outcomes for both the Muslim and non-Muslim communities.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA be required?	No

Additional Information and Comments:
This proposal will tackle inequalities facing the Muslim community and strengthen cohesion between different faith groups.

GROWTH PROPOSAL

Proposal Title:	**Customer Services – Telephone System Improvements**

Reference:	GRO / RES 001 / 23-24	**Growth Type:**	Mayoral Priority
Directorate:	Resources	**Growth Service Area:**	Central services
Directorate Service:	Customer Services	**Strategic Priority Outcome:**	8. A council that listens and works for everyone
Lead Officer and Post:	Jo Kelly, Head of Customer Services	**Lead Member and Portfolio:**	Cllr Kabir Ahmed, Cabinet Member for Regeneration, Inclusive Development and Housebuilding

Financial Impact:	Current Budget 2022-23 (000s)	Growth 2023-24	Growth 2024-25	Growth 2025-26	Total Growth
Budget (£000)	-	200	(135)	-	65

Staffing Impact (if applicable):	Current 2022-23	FTE Increase 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	Total FTE Increase
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

Centralisation of Telephone Contact
One of the first priorities highlighted by the Mayor and Members was to address residents' concerns in not getting through to the council on the telephone. Having reviewed the cause for poor response times it has been identified that the technology used for accepting calls in the council is fragmented. The discovery found that there are over c200 telephone lines operating across the council. Inbound calls are coming into the council using different forms of technology. The structure and technology for managing calls is outlines below.

1. There is a Corporate Contact Centre and 6 other mini contact centres which operates on Automated Call Distribution System. The ACD technology enables services to monitor the calls coming through for speed to answer, understand the volume of calls coming through and the length of time it takes for each member of staff on the lines to respond to the enquiries. At the same time, it offers call recording to monitor call quality. Managers can monitor who is logged unto the system. At the same time if the caller needs to wait to get their call picked up scripts can be read to give further information about the service.

2. In addition to the ACD Technology the council also has calls coming though via Hunt Groups. Hunt Groups rely on individuals logging unto a phone extension which forms part of a group so that when a call comes in the phone can be answered. If no one logs on to the extension the caller will still hear the call ringing but call bounces around until it cuts off. Unlike the ACD technology there is no visibility for managers to monitor if staff are logged on to the Hunt Group

3. Additionally, there are over 20 direct dial lines advertised on the council website – some of which are not on either of the technologies outlined above. Again, with no opportunity to monitor if calls are being answered this results in poor customer experience

This bid seeks funding to move all existing Hunt Groups and Direct Dial lines to the Automated Call Distribution System. The benefit of this will be better management control on calls coming into the council, more visibility on service performance in responding to calls and better understanding of the types of calls coming in to support service improvements. At the same time, calls can be recorded and monitored for quality and improvement so that staff can be trained to meet customer services standards.

To improve the telephony systems by moving phone lines on to an ACD system, the first year 2023-24 one off project costs will be £135k and £65k ongoing licencing costs totalling £200k. From 2024-25 the ongoing licence costs will be £65k.

Budgeted Outcomes / Accountability (focus on improved performance):
It is expected that by moving calls to a system that can provide better management control response times to calls can be improved achieving better outcomes for residents.

Risks and Implications:
If we fail to improve our telephone offer, we will continue to get complaints from residents and disadvantaging those who have no option but to contact the council by phone.

Value for Money and Efficiency:
Once we have calls on a system that can be monitored, we can establish further the resource levels needed to manage calls and look for opportunities to centralise services and achieve economies of scale and possible return on investment.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	Yes	Improves response time for telephone and social media contact.
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA be required?	No

Additional Information and Comments:

GROWTH PROPOSAL

Proposal Title:	Customer Services – Residents' Hub

Reference:	GRO / RES 002 / 23-24	**Growth Type:**	Mayoral Priority
Directorate:	Resources	**Growth Service Area:**	Cultural and related services
Directorate Service:	Customer Services	**Strategic Priority Outcome:**	8. A council that listens and works for everyone
Lead Officer and Post:	Jo Kelly, Head of Customer Services	**Lead Member and Portfolio:**	Cllr Kabir Ahmed, Cabinet Member for Regeneration, Inclusive Development and Housebuilding

Financial Impact:	Current Budget 2022-23	Growth 2023-24 (000s)	Growth 2024-25	Growth 2025-26	Total Growth (000s)
Budget (£000)	-	1,104	-	-	1,104

Staffing Impact (if applicable):	Current 2022-23	FTE Increase 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	Total FTE Increase
Employees (FTE) or state N/A	-	20.5	-	-	20.5

Proposal Summary:

One of the key issues facing the borough is not having an effective face to face offer for our more vulnerable residents who cannot use online services. The Residents' Hub service has been proposed as a key service that will operate from the New Town Hall in Whitechapel. With the recognition that there is a need for face-to-face support in the borough, the Mayor's Manifesto suggested that we would reopen One Stop Shops. The Residents' Hub model goes beyond the support which was offered by the original One Stop Model, offering a holistic, collaborative and responsive approach to supporting our more vulnerable residents. Aligned to this is building strong and effective partnerships with our voluntary and community sector organisations. In developing the Residents' Hub Model research identified that there are 5 key issues impacting residents- Housing, Welfare benefits, Wellbeing, Debt Management and Employment and Skills.

Residents Hub Model – Case for Funding

To offer a Residents' Hub from the New Town Hall as part of the original business offer a transition (Pilot) has been set up to get an insight into what demand could be expected and how could a more collaborative working approach with the Voluntary and Community would support the Target Operating Model. A transition service was launched at Mulberry Place in March 2022 and Idea Store Whitechapel in May 2022. To date over 4000 residents have accessed the service supported by 16 partners with a number in the pipeline going through the onboarding process. The highest demand to date has been for Housing and Welfare Benefits support.

This is a new service therefore there are no existing resources to support the transition (Pilot) phase or ongoing service offer. Existing staff from Customer Services (Corporate Contact Centre) have been drawn in to support the Residents' Hub Pilot. This is in addition the service absorbing social media contact from the communications team with no additional resources. at the same time, calls continue to increase for Benefits and Council Tax services which the Contact Centre manages. Stretching the resource to this extent is having an adverse effect impact on being able to answer the increased volume of calls and achieve service performance standards in answering calls within 2 minutes.

The feedback from the Contact Centre staff supporting the Residents' Hub suggest that we could add further value to the model by extending the triage support to the Corporate Contact Centre particularly so that we can ensure that residents contacting us through that channel are also offered holistic support. However, without additional resource to support this approach would again impact on capacity to answer calls.

Given the demand for the service from residents and the speed in which Partners are joining the service, along with high profile organisations such as the DWP and GLA wishing to be part of the Residents' Hub model, it has been proven that the model works and is a much-needed service in the community. Discussions with Customer Services Lead Member and the Mayor has resulted in consideration to developing a localities model in addition to the one to be set up in the New Town Hall.

Recommendation and Resource Model for the Residents' Hub Localities Model

The Residents' Hub service will support the high demand shown through the pilot with a focus on supporting vulnerable residents. To effectively and efficiently manage the face-to-face and telephone triage service the resources needed is shown below. There are assumptions built into this option. However, without any publicity and only offering the service from Mulberry Place and light touch at Idea Store Whitechapel there has been over 4,000 visits since March.

- 0.5 FTE Customer Services Development Manager to manage the RH partnerships and overarching continuous development of the services (O)
- 1.0 FTE Residents Hub Manager to lead on the operations of the 5 Residents Hub and digital support responsible for staff and partner engagement.(M)
- 3.0 FTE Residents Hub Team Leaders supported to manage 4 residents Hub sites (J)
- 4.0 FTE Customer Services Advisors (CSA) at the new Town Hall Residents' Hub (G)
- 3.0 FTE CSAs supporting Idea Stores Chrisp Street
- 3.0 FTE CSAs Idea Stores Bow (G)
- 2.0 FTE CSAs supporting Rushmead. Tower Hamlets Homes will be at Rushmead to support any housing enquiries (G)
- 2.0 FTE CSAs at Cubitt Town Library (resource at this site will be continuously reviewed and if necessary increase to be aligned with demand) (G)
- 2.0 FTE CSAs based in the Corporate Contact Centre to offer a telephone triage and referral service, additional social media work and telephone demand (G)

Table 1 below outlines the costs of £1,104k for the above staffing resource model including supplies and services.

To ensure that the Residents' Hubs is visible in the localities there will be the need for each site to have additional furniture and signage. The furniture will entail a desk with privacy screen and some seating for residents in the designated area. The cost of this will be met within current budgets.

Table 1: Resource Needed – 5 Residents' Hubs, including New Town Hall	Post Grades	Full Time Equivalent	Costs (£000's)
Customer Service Development Manager	O	0.5	49
Service Manager	M	1.0	82
Team Leaders	J	3.0	194
Customer Service Advisor (RH)	G	14.0	673
Customer Service Advisors (Telephone Support)	G	2.0	96
Supplies and Services @ £500 per employee	N/A	-	10
Total Staff Related Cost		**20.5**	**1,104**

Budgeted Outcomes / Accountability (focus on improved performance):

The service will seek to track outcomes for residents not just for internal services but also with partners. A set of agreed KPIs will form the basis of monitoring performance. In addition we will have a better set of management information for understanding demand to make informed strategic decisions.

Risks and Implications:

- If we do not get the long-term funding to support the Residents' Hub we will not be able to continue resourcing from current resources which is having an impact on current performance on the phones.
- If we do not get the funding to extend the service to the localities this will have an impact on the Manifesto and customer access to a much needed and high demand service.
- Failure to support vulnerable residents at an early stage of issues arising will cost the organisation more to support downstream

Value for Money and Efficiency:

It is anticipated that the Residents' Hub model and improved telephone contact will contribute to the Mayor's Manifesto to support the most vulnerable people in the borough suffering from the economic impact from rising costs of living. At the same time the model seeks to address residents' issues at the early stages thus avoiding crisis cases which cost more to address. A robust holistic early intervention support service as well as an effective telephone support service leads to cost avoidance and improved organisation reputation but more importantly allows for more accessibility for our residents.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	Yes	It offers a collaborative and holistic service for the most vulnerable residents to get the support they need as early as possible.
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	Yes	Opens up an additional channel for residents to get support.
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA be required?	No

Additional Information and Comments:

GROWTH PROPOSAL

Proposal Title:	Digital Heritage Preservation

Reference:	GRO / RES 003 / 23-24	**Growth Type:**	Investment
Directorate:	Resources	**Growth Service Area:**	Cultural and related services
Directorate Service:	Customer Services	**Strategic Priority Outcome:**	8. A council that listens and works for everyone
Lead Officer and Post:	Tamsin Bookey, Heritage Manager	**Lead Member and Portfolio:**	Cllr Maium Talukdar, Statutory Deputy Mayor & Cabinet Member for Education and Lifelong Learning

Financial Impact:	Current Budget 2022-23	Growth 2023-24	Growth 2024-25	Growth 2025-26	Total Growth
Budget (£000)	316	-	13	-	13

Staffing Impact (if applicable):	Current 2022-23	FTE Increase 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	Total FTE Increase
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

The Mayor's Manifesto (page 17) includes a pledge under **Priority 5 – Invest in public services** - to "invest in the future of our borough's libraries and Idea Stores, including the Bancroft local history library and archive". The new Strategic Plan adapts this into the corporate Priority 5. Also relevant is Priority 8 of the Strategic Plan – "a council that listens and works for everyone".

There are two discrete requirements for urgent additional ICT funding for Tower Hamlets Local History Library & Archives (THLHLA). This investment is essential for the service to meet the challenges of recordkeeping in the digital age. It will also bring the service up to date in harnessing the power of digital so as to broaden public access to the histories of the East End and its communities. THLHLA is responsible for preserving the corporate memory of the council and its predecessor bodies with records dating back to the C14th. Without urgent access, archives that are in digital formats will be lost forever. Actions undertaken by THLHLA now – "contemporary collecting" - dictate whether future generations will have any archives available to them that document current and recent activity.

Digital preservation
Since the late 1990s the majority of council documents have been created as digital rather than paper records. Archive services are required to preserve records in their native format with the original metadata preserved, rather than take in copies printed out on paper or converted to other formats. This preserves their authenticity, without which their evidentiary integrity can be called into question. Over the last 20-30 years best practice and international standards have been established for the permanent preservation of digital archives. These 'digital preservation systems' go beyond the functionality of digital asset management systems to ensure that records remain accessible and legible in their native format despite the inevitability of software and hardware obsolescence. Democratic Services have recently advised that even formal, signed Committee, Cabinet and Full Council minutes will no longer be printed out and transferred to the archives in hardcopy. THLHLA will receive only digital version of these unique items for which it is the sole repository.

Preservica, the global market leader in digital preservation systems, has produced a range of digital preservation solutions to meet government security level clearance requirements. Funding is requested for the service to obtain Preservica Cloud Essentials – which is the basic edition of the software and is in use by many local authorities in England.

The costs are:

£18k – Year 1 subscription plus set-up costs – funded by the Digital Portfolio Board Capital Programme
£13k – Revenue cost per annum subsequently (subject to inflation)

Budgeted Outcomes / Accountability (focus on improved performance):

Digital preservation
Digital preservation is an essential element of THLHLA's core business. THLHLA supports the council's Information Governance function in ensuring that key records are retained or disposed of in line with corporate retention policies. However the function is not able to be executed properly at present without a suitable specialist digital preservation system in place.

There is a substantial backlog of already acquired digital records awaiting transfer into Preservica.which is taking up space on the NetApp Azure shared drive. Once the new version of Preservica has been installed and implemented work can begin on processing these archives and uploading them into the Preservica system. This will relieve capacity on the corporate ICT systems. The corporate shared drive, though unsuitable, has been used on a temporary basis to store digital archives for the last 10-12 years while trying to make the case for a specialist system to be procured.

Risks and Implications:

It is essential that the council is compliant with legislation around recordkeeping. The mandate on LBTH as a public body to support the democratic rights of citizens to access key public records is at risk without a digital preservation system. The TOWER values of OPEN and EXCELLENT are not being met by the status quo. For over a decade of attempting to tackle this challenge, using the shared drive as a temporary holding area, staff have been treading water, trying to prevent the loss of records permanently but unable to catalogue preserve or provide public access to them.

Value for Money and Efficiency:

THLHLA was provisionally accredited by the National Archives in 2018 on the condition that a digital preservation system would be in place by 2020. The pandemic bought additional time but accreditation is now lapsing. The National Archives have made clear that digital preservation system must be in place in order to reapply for accredited status with any hope of success. Accreditation is the national standard and benchmark for archive services in the UK. For THLHLA to lose accredited status would be a serious KPI failure.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	Yes	Yes, positively by helping to ensure a greater percentage of THLHLA's collections are available for public access.
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA be required?	No

Additional Information and Comments:

GROWTH PROPOSAL

Proposal Title:	Information Governance – Records Management and IG Support

Reference:	GRO / RES 004 / 23-24	**Growth Type:**	Investment
Directorate:	Resources	**Growth Service Area:**	Central services
Directorate Service:	Customer Services	**Strategic Priority Outcome:**	8. A council that listens and works for everyone
Lead Officer and Post:	Raj Chand, Director of Customer Services Usman Zia, Head of Information Governance	**Lead Member and Portfolio:**	Cllr Kabir Ahmed, Cabinet Member for Regeneration, Inclusive Development and Housebuilding

Financial Impact:	Current Budget 2022-23	Growth 2023-24	Growth 2024-25	Growth 2025-26	Total Growth
Budget (£000)	763	111	-	-	111

Staffing Impact (if applicable):	Current 2022-23	FTE Increase 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	Total FTE Increase
Employees (FTE) or state N/A	15	2	-	-	2

Proposal Summary:

Records Manager: Records Manager requirements for a local authority

1: Legal requirements for role

As a public authority, we have key legal responsibilities for management, retention, and destruction of records. These range over various forms of legislation, guidance, and codes of practice. Some key examples are:
Section 46 of the Freedom of Information Act 2000 ("FOIA") *ensures a Code of Practice via the secretary of state on the management of records*
Section 77 of the FOIA *places a duty on a public authority and its employees to not incorrectly alter or destroy records which if contravened is a criminal offence. There is a similar provision under* ***Section 19 of the Environmental Information Regulations 2004 and Section 173 of the Data Protection Act 2018 ("DPA")***
Section 224 of the Local Government Act 1972 *places a legal duty for councils to make proper arrangements for the custody of documents*
Schedule 1 of the Public Records Act 1958 *has applicability of the legislation and responsibilities to local authorities*
Regulation 17 under the Health and Social Care Act 2008 *requires that health and care providers must securely maintain accurate, complete, and detailed records*
UK GDPR Article 5(1)(e) *about storage limitation specifies that personal data shall be kept for no longer than is necessary for the purposes for which the personal data are processed*
The data protection principles under the DPA *set out the requirements that personal data is accurate, kept up to date, not kept longer than necessary and processed securely*
Without proper records management resource within a public authority, some or all the above legal obligations and regulations risk being breached with the inclusion of criminal offences. The above is not an exhaustive list and it is likely that without additional resources, other statutory and regulatory breaches occur on an ongoing basis.

2: Need for a dedicated role to ensure compliance and avert risk and regulatory measures

While information governance is a shared responsibility across all officers of the council, the council wide requirement for records management compliance is too wide reaching a level of responsibility and resource to share across existing local authority officers and IG responsibility holders (such as SIRO, DPO etc).
Currently there is no individual and central source for the local authority to ensure compliance and council wide oversight and enforcement of standards. The above diverse statutory requirements and wide-reaching scope of records management should evidence that an individual responsible role with specific and specialist skills and responsibilities is required at the council.

3: Consequences of inadequate resource for records management

As well as the legal and statutory breaches above, inadequate records management can lead to significant reputational and financial damage via regulators like the Information Commissioners Office ("ICO"):

Members Enquiries Information Governance Support Officer:

In order to bring the Mayor and Members up to date please note; the IG team have been supporting the Mayor and Cabinet case workers in training and assisting officers, as well as processing over 2000 ME's for the Mayors Office and Cabinet Members from May 22 until present. The circa 14 New case officers taken on in the Mayors office have now become more proficient in dealing with ME's and the system used. It is now necessary to hand over any Mayor and Cabinet ME's to the team. The IG service has only 2 Officers dealing with 36 Members and MP enquiries which limits capacity hugely and puts Officers under an immense level of pressure which is not sustainable and presents a contingency risk with such a low number of officer resource over such a key and growing area of council priority and resident delivery.

The IG service has undergone a thorough review. The review was not focussed on savings, the key objective was to deliver a fit for purpose service for the organisation as a whole, to bring it up to standard as a modern service and to ensure the service can respond to the increased demand for transparency and effective management of information. And understand any gaps.

ME's were transferred over to the IG Service in January 2020 as an outcome of budget reductions in the Democratic Services area. A temporary £20k budget was provided to cover a 6 month period, after which vacant posts within the IG service were redistributed to cover the service on a temporary basis. 2 posts: the Senior ME Officer and ME Officer have continued to be funded from within the IG budget and built into the new structure moving forward. In addition to this, one new ME/IG Support Officer is required to deal with the additional demand across the service.

The service is both internally focussed to provide guidance and advice in IG but also plays an external role in dealing with FOI's, SAR's, EIR's, Complaints and Members Enquiries. When ME's were transferred to IG in Jan 2021, resources to deal with the additional work did not transfer, however a temporary resource was seconded into the team to help cover ME's. The post was part funded from a one off £20k budget and continued to be funded from and underspend in IG as result of the Head of IG vacancy, which has now been recruited to. The processes and how we manage ME's has since been transformed. The IT system has also been configured to manage ME's more effectively. To continue to provide the level of support, meet response times for ME's and further support to new Members in the new administration, there is a requirement to ensure sufficient resources is added within the IG service. To;

Undertake a range of activities, designed to provide effective support to the Information Governance Service, including: Supporting the provision of a council wide MP/Members Enquiries function. In line with the Local Government (Transparency Requirements) (England) Regulations 2015, assist with publishing LBTH's Transparency Code. Assist with publishing the Council's Publication Scheme and updating the Disclosure Log, in line with the Freedom of Information Act 2000. Support the filtering and sign-posting of contacts to the appropriate team within Information Governance Service. Assist in developing and implementing sound organisational procedures, processes and systems, to help the Members Enquiries function deal effectively, efficiently and lawfully with all members enquiries, all matters relating to the Disclosure Log, Transparency Code, and the Publication Scheme.

Member Enquiries stats – All Parties

Sep-21	333
Oct-21	320
Nov-21	308
Dec-21	248
Jan-22	321
Feb-22	362
Mar-22	474
May-22	318
Jun-22	379
Jul-22	355
Aug	444
Sept	391
Oct	563

It is proposed to have one additional IG Support Officer role to deal with the increased demand that is and will continue to come into the service moving forward.

Breakdown of costing:

Post Title	Post Grade	Cost (£000's)
Records Manager	Grade I	61
1 x ME/IG Support Officer	Grade G	50
Total		**111**

Budgeted Outcomes / Accountability (focus on improved performance):

- Ensure the council legally compliant with its duty for the implementation of key legislation and codes of practice
- Ensures transparency and information that should be in the public domain is clearly available via a properly managed and structured – Scheme of Publication
- Will reduce the numbers of Freedom of Information requests and information requests
- Customers, residents, business requiring information from the council will be able to access things more readily
- Retention and destruction of information will be enforced across the organisation ensuring compliance and fulfilling our public duty

Risks and Implications:

The council collects and stores large volumes of records and personal data in different forms – electronic, paper etc. The management and control of this information is vital.

Failure to follow the code may mean that an authority also fails to comply with other legislation concerning the creation, management, disposal, use and re-use of records and information, for example:

- Public Records Act 1958;
- Data Protection Act 1998 (DPA);
- Re-use of Public Sector Information Regulations 2015;

Would result in breach of its statutory obligations resulting in large fines and penalties from the ICO (Information Commissioner's Office).

Value for Money and Efficiency:

The roles have been benchmarked against resources in other public sector organisations and evaluated accordingly. Some organisations outsource the RM role, which equates to much higher costs, no support to internal services and less control over policies and processes. In addition, the ME/IG support officer will ensure we are appropriately resourcing to be able to deliver key services to our residents.

If the council were to have and ICO audit on records management the fines/penalties would be far higher than the cost of the resources being requested.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	Yes	An improvement on service offered.
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	Yes	The additional posts have been requested as a result of the transformation, increase in demand and a full review of the service.

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA be required?	No

Additional Information and Comments:
An Equalities Impact Assessment has been completed for the purpose of the restructure.

GROWTH PROPOSAL

Proposal Title:	Full Reopening of Idea Store Watney Market

Reference:	GRO / RES 005 / 23-24	**Growth Type:**	Mayoral Priority
Directorate:	Resources	**Growth Service Area:**	Cultural and related services
Directorate Service:	Customer Services	**Strategic Priority Outcome:**	Council Strategic Plan Priorities 3, 4, and 5
Lead Officer and Post:	Raj Chand, Director of Customer Services Sergio Dogliani, Head of Idea Store	**Lead Member and Portfolio:**	Cllr Maium Talukdar, Statutory Deputy Mayor & Cabinet Member for Education and Lifelong Learning

Financial Impact:	Current Budget 2022-23	Growth 2023-24	Growth 2024-25	Growth 2025-26	Total Growth
Budget (£000)	263	507	(20)	-	487

Staffing Impact (if applicable):	Current 2022-23	FTE Increase 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	Total FTE Increase
Employees (FTE) or state N/A	4	8.44	-	-	8.44

Proposal Summary:

Idea Store Watney Market (ISWM) had been used by the NHS for Covid-related purposes during the pandemic and until March 2022. The original post-pandemic plan was to reopen the store and offer reduced library services, operating over 40 hrs a week (5 days) and using only one floor, with the other two floors being used by other services.

This proposal is now to consider fully reopening the ISWM for library, learning and information services (7 days, 69 hours), with a focus on families and young people. ISWM was purpose built and opened in 2013, it is still in an excellent condition and bringing it back to be fully operational would be particularly beneficial to residents in Watney Market, Limehouse, Shadwell and Wapping. The benefits would be as follows:

i. Efficient and equitable distribution of library, learning and information resources to cover a wide geographical area that extends to Shadwell, Limehouse, Watney Market and Wapping
ii. Full use of all three floors for Idea Store services in a building that was designed as a modern library, learning and information centre
iii. Longer opening hours (seven days, including most evenings)
iv. Opportunity to integrate some Career Young WorkPath provision within the building and make a direct connection with existing facilities for young people at the site
v. Space for Members' Surgeries
vi. Opportunity to introduce adult learning offer (ESOL and Skills for Life and Work), adding adult learning in the Watney Market area will minimise the impact of relocating courses from the Shadwell Centre (subject to appropriate allocation of capital funds)

Resource required	**Full Time Equivalent**	**Cost (£000)**
Team Leader (Grade J)	1.00	64
Customer Service Advisor (Grade G)	7.44	373
Subtotal Staff Related Cost	**8.44**	**437**
Supplies and Services @ £500 per employee		4
Security cover		18
Cleaning		28
Total Permanent Growth (from 2024-25)		**487**
One-off set up costs in 2023-24		20
Growth required for 2023-24		**507**

Budgeted Outcomes / Accountability (focus on improved performance):

The service will seek to track outcomes for residents and customers as part of the overall Idea Store service. Agreed KPIs will form the basis for monitoring performance.

Risks and Implications:

None.

Value for Money and Efficiency:

It is expected that the Full Reopening of Idea Store Watney Market will contribute to the Mayor's Manifesto Priorities as follows:

Council Strategic Plan Priority 3 – Accelerating education

Council Strategic Plan Priority 4 – Boosting culture, business, jobs, and leisure

Council Strategic Plan Priority 5 – Investing in public services

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA be required?	No

Additional Information and Comments:

GROWTH PROPOSAL

Proposal Title:	**Cloud Hosting to Improve Application Availability, Functionality and Performance**

Reference:	GRO / RES 006 / 23-24	**Growth Type:**	Unavoidable Growth
Directorate:	Resources	**Growth Service Area:**	Central services
Directorate Service:	IT	**Strategic Priority Outcome:**	5. Investing in public services
Lead Officer and Post:	Paul McHale, Head of Business Applications	**Lead Member and Portfolio:**	Cllr Saied Ahmed, Cabinet Member for Resources and the Cost of Living

Financial Impact:	Current Budget 2022-23	Growth 2023-24	Growth 2024-25	Growth 2025-26	Total Growth
Budget (£000)	-	186	-	-	186

Staffing Impact (if applicable):	Current 2022-23	FTE Increase 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	Total FTE Increase
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

Migrate three service critical applications – Synergy (Education) and Telecare and Zellis (HR) – to vendor cloud hosting to improve application availability, functionality and performance. Synergy (for Education) estimated at £110k per annum and Jontek (for Telecare) estimated at £16k per annum and Zellis HR estimated at £60k.

Synergy is a large and service critical application underpinning all education related services in the Council. The current separation of the application and hosting is causing application availability and performance issues, including the system being unavailable for three weeks every year for termly upgrades. Migrating its sister application – Mosaic – to vendor hosting has reduced down time dramatically and eliminated performance issues.

Telecare is a smaller application and supports a critical 24x7x365 service supporting vulnerable adults in the community. The system is currently hosted in Mulberry Place so urgently needs to be rehosted before we vacate the building. Vendor cloud hosting will also allow access from other locations, improving service resilience.

Zellis is the Council's HR / Payroll system and migration to the vendor cloud hosted version will bring in additional functionality to improve management of our establishment and enhance services to schools.

Other major applications including Mosaic (for social care) and NEC (for housing) are already vendor cloud hosted and have demonstrated significant improvements in availability, functionality and performance, reducing down time for colleagues, adding new functionality and virtually eliminating situations where services were unable to support citizens and staff in these areas.

Budgeted Outcomes / Accountability (focus on improved performance):

This improvement will create greater resilience in the applications, reduce planned maintenance downtime, accelerate development work, improve performance and accessibility.

Risks and Implications:

This will be a change in design which may affect some of the uncontrolled practices in place currently.

Value for Money and Efficiency:

While vendor hosting increases the IT costs it increases availability and performance for colleagues using these applications to support citizens and staff in areas of high demand.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA be required?	No

Additional Information and Comments:

GROWTH PROPOSAL

Proposal Title:	**Maintaining the Council's Cyber Security**

Reference:	GRO / RES 007 / 23-24	**Growth Type:**	Unavoidable Growth
Directorate:	Resources	**Growth Service Area:**	Central services
Directorate Service:	IT	**Strategic Priority Outcome:**	5. Investing in public services
Lead Officer and Post:	Adrian Gorst, Director of IT	**Lead Member and Portfolio:**	Cllr Saied Ahmed, Cabinet Member for Resources and the Cost of Living

Financial Impact:	Current Budget 2022-23	Growth 2023-24	Growth 2024-25	Growth 2025-26	Total Growth
Budget (£000)	500	265	10	10	285

Staffing Impact (if applicable):	Current 2022-23	FTE Increase 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	Total FTE Increase
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

Cyber-security incidents present an existential threat to the Council. The cyber-security threat continues to evolve and grow as criminal enterprises and unfriendly states attack organisations for profit, for publicity or for political ends. The National Cyber-Security Centre (NCSC) has directed all public sector bodies to enhance their cyber-security in light of the war on Ukraine as Russia and its allies have extensive cyber-attack capabilities and may choose to indiscriminately disrupt allies of Ukraine. Cyber-security incidents are now a matter of when we are attacked rather than if we are attacked. The impact of a successful attack can be massive, with the loss of essential data, systems being unavailable for months, restricted services to citizens and recovery costs estimated at around £10m for a local authority.

The Council meets recommended standards; however, these standards continue to evolve in response to growing threats and this growth bid allows us to maintain appropriate cyber-security measures to protect the Council's systems, information, staff and citizens.

Continue and expand immutable backups. These allow us to recover data in the event of a cyber-security incident as once written the backup can't be changed by ransomware and other malware. The amount of data we hold is growing so these costs rise year on year. £100k / £110k / £120k

Continue and improve the detecting and response capabilities for security incidents. We are seeking a co-managed detect and respond solution available 24/7/365. The expectation being that most threats will be contained and where possible remediated by our external Security Operations Centre (SOC) provider. The council internal IT support service is available between the hours of 08:00 and 18:00 hours. There is no support out of hours for IT services within the council and sadly, most attacks are initiated over the weekend and evenings. The cost is estimated at £60k per year based on what other local authorities report they pay for this service.

Extend our use of Redflags to provide in-the-moment security advice to colleagues to supplement traditional cyber-security training. [The initial implementation was grant funded as a proof of concept.] £35k per year.

Additional external penetration test to provide additional assurance in addition to our existing annual penetration test and internal monitoring for the rest of the year. £20k per year.

Upgrade to Microsoft Defender for Cloud for our virtual servers to provide enhanced protection and integration with our wider security monitoring. £15k per year.

Retained security service to provide rapid assistance in response to a major cyber-security incident. £35k per year.

Budgeted Outcomes / Accountability (focus on improved performance):

Maintain Council's cyber-security posture. We can use our penetration tests to monitor technical outcomes and the LGA Cyber360 peer review to monitor overall posture against national standards and other local authorities.

Risks and Implications:

The cyber-security threat continues to grow, and without additional investment we will fall behind recommended standards, be more likely to experience a cyber-security incident, with greater impact, and slower and more expensive recovery, to the detriment of all Council services and citizens. Cyber-security is a corporate risk on the risk register.

Value for Money and Efficiency:

We will test value for money through our procurement process, with benchmarking of costs against other similar size local authorities.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	Investment in cyber-security enhances the protection of all our services including those addressing inequality.
Does the change reduce resources available to support vulnerable residents?	No	Investment in cyber-security enhances the protection of all our services including those supporting vulnerable citizens, who may suffer worst if their information is lost and Council systems are unavailable.
Does the change involve direct impact on front line services?	No	Investment in cyber-security enhances the protection of all our services including frontline services, which are often worst affected by cyber-security incidents.
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	Investment in cyber-security maintains accessibility to services.
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA be required?	No

Additional Information and Comments:

GROWTH PROPOSAL

Proposal Title:	Audio Visual Service in New Town Hall

Reference:	GRO / RES 008 / 23-24	**Growth Type:**	Unavoidable Growth
Directorate:	Resources	**Growth Service Area:**	Central services
Directorate Service:	IT	**Strategic Priority Outcome:**	5. Investing in public services
Lead Officer and Post:	Adrian Gorst, Director of IT	**Lead Member and Portfolio:**	Cllr Saied Ahmed, Cabinet Member for Resources and the Cost of Living

Financial Impact:	Current Budget 2022-23	Growth 2023-24	Growth 2024-25	Growth 2025-26	Total Growth
Budget (£000)	-	120	(50)	-	70

Staffing Impact (if applicable):	Current 2022-23	FTE Increase 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	Total FTE Increase
Employees (FTE) or state N/A	-	1	(1)	-	-

Proposal Summary:

The Town Hall will have modern meeting room technology and digital signage throughout. The advanced features require additional licencing to maintain these services beyond the first year covered by the project and additional engineer support to ensure the technology is maintained and colleagues can access training and support in its use.

Estimate £70 per annum to licence the advanced functionality that enables hybrid meetings and the door panels and to extend onsite hardware support.

£50k for one year to hire an audio-visual technician to maintain the technology and provide user support and training. Preventative maintenance to include daily checks in all meeting rooms and on all digital signage to allow early diagnosis and fixing of faults, completing the installation of regular software updates. User support and training to include training new users in the use of the technology and in-the-room support for our most important meetings to ensure the technology runs smoothly.

Budgeted Outcomes / Accountability (focus on improved performance):

With a desk ratio of 4:10 at the new town hall, many staff will not be 'in the office' at any one time, which means that hybrid working arrangements will be essential. Hybrid meetings are also used extensively to work with partners. The AV systems provide functionality to hold efficient hybrid meetings with participants who are not in the office. The continuous operational maintenance of AV and digital signage will provide predictable availability of these systems – which are a critical part of the Smarter Working (hybrid working) arrangements.

Risks and Implications:

The advanced hybrid meeting features will not be available without the additional licences. Hardware repairs or replacements are likely to be slow without hardware support Experience indicates the audio-visual technology will quickly become unused and unusable without ongoing technical and user support.

Value for Money and Efficiency:

Ensures the investment we've already made results in the technology being usable and used to achieve a return on investment.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA be required?	No

Additional Information and Comments:

GROWTH PROPOSAL

Proposal Title:	**Microsoft Licence Costs Increase**

Reference:	GRO / RES 009 / 23-24	**Growth Type:**	Unavoidable Growth
Directorate:	Resources	**Growth Service Area:**	Central services
Directorate Service:	IT	**Strategic Priority Outcome:**	5. Investing in public services
Lead Officer and Post:	Melanie Rose, Head of IT Service Management	**Lead Member and Portfolio:**	Cllr Saied Ahmed, Cabinet Member for Resources and the Cost of Living

Financial Impact:	Current Budget 2022-23	Growth 2023-24	Growth 2024-25	Growth 2025-26	Total Growth
Budget (£000)	1,440	360	-	-	360

Staffing Impact (if applicable):	Current 2022-23	FTE Increase 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	Total FTE Increase
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

Our current licencing arrangement with Microsoft ends in March 2023 and we anticipate renewal will cost £360k per annum more than the current budget. The Council would not be able to function without these Microsoft licences and there are no feasible alternatives in the short to medium term.

The cost increase is due to global price changes from Microsoft, adverse exchange rate movements making US dollar priced services more expensive in UK pounds, and the end of discounts to encourage the move from on-premise to cloud services.

This growth bid is an informed estimate, and the final cost will be determined through a competitive procurement between Microsoft partners, and is not expected to vary significantly at this time. Having benefitted from a three-year fixed unit price arrangement we will seek a similar five-year arrangement to avoid further cost increases in the medium term.

Budgeted Outcomes / Accountability (focus on improved performance):

The Council would not be able to function without these Microsoft licences.

Risks and Implications:

The Council would not be able to function without these Microsoft licences.

Value for Money and Efficiency:

Social Value will have a 5% overall weighting in the tender evaluation process with the requirements being developed and defined during the preparation of the Tender Pack. This will include consideration of Social Value benefits that can reasonably be delivered within the proposed contract.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA be required?	No

Additional Information and Comments:

GROWTH PROPOSAL

Proposal Title:	Bank transaction fees for increased online and phone card payments

Reference:	GRO / RES 010 / 23-24	**Growth Type:**	Unavoidable Growth
Directorate:	Resources	**Growth Service Area:**	Central services
Directorate Service:	Revenues and Benefits	**Strategic Priority Outcome:**	8. A council that listens and works for everyone
Lead Officer and Post:	Chris Boylett, Interim Head of Revenues and Benefits	**Lead Member and Portfolio:**	Cllr Saied Ahmed, Cabinet Member for Resources and the Cost of Living

Financial Impact:	Current Budget 2022-23	Growth 2023-24	Growth 2024-25	Growth 2025-26	Total Growth
Budget (£000)	448	200	25	25	250

Staffing Impact (if applicable):	Current 2022-23	FTE Increase 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	Total FTE Increase
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

As part of its "digital by default" transformation programme, the Council is successfully increasing the ability for residents, community organisations and businesses to book and pay for Council services through online and telephone touchtone services. This has streamlined and improved access to services and created efficiencies for the organisation, reducing staff time and contributing towards MTFS savings in services across the Council.

This has meant that more payments are made through credit and debit cards, which has increased the bank transaction fees paid by the Council, as demonstrated in the table below:

2016-17 Expenditure	2017-18 Expenditure	2018-19 Expenditure	2019-20 Expenditure	2020-21 Expenditure	2021-22 Expenditure	2022-23 Expenditure Forecast
£000's	£000's	£000's	£000's	£000's	£000's	£000's
312	337	377	405	439	591	648

Costs increased 35% from 2020-21 to 2021-22 and are forecast to increase by a further 10% from 2021-22 to 2022-23.

Contributing factors:

1) Bank charges are driven by:
   a. Debit/credit card charge % has increased, and these are set by card providers. *(Please refer to Table 1 below)*
   b. Charges are based on transaction value, accelerated by the pandemic, now showing to continually increase as more residents move to digital and self-service options.

   Note that the council is unable to pass on transaction costs to individuals for council tax and business rates. *The option to charge businesses paying with a business card is being investigated with our provider.*

2) Due to additional requirements for Children and Adult services, the number of prepaid cards issued by the council has increased resulting in the doubling of the monthly fee from £2,000 (until January 2022) to £4,000 per month.
   a. Charges for 1 to 1000 prepaid cards amount to £2,000 per month.
   b. Charges for 1001+ prepaid cards amount to £4,000 per month.

2021-22 Charge rate per transaction in %

Transaction type	Commercial Visa	Commercial Mastercard	Mastercard Credit	Mastercard Debit	Visa Debit (inc Electron)	Visa Credit	Visa Business
RingGo Moto	2.871	2.38	1.413	0.416	0.359	1.321	0.482
RingGo - Ecommerce	2.871	2.38	1.143	0.416	0.359	1.051	0.482
Car Pound payments	2.419	2.38	1.243	0.416	0.369	1.161	0.492
Paye.Net - Moto	2.889	2.38	1.413	0.416	0.369	1.331	0.492
Touch Tone Payments	2.889	2.38	1.413	0.416	0.369	1.331	0.492
Internet Payments	2.419	2.38	1.143	0.416	0.369	1.061	0.492
Managed C & P	2.419	2.38	1.243	0.416	0.369	1.161	0.492

2022-23 Charge rate per transaction in %

Transaction type	Commercial Visa	Commercial Mastercard	Mastercard Credit	Mastercard Debit	Visa Debit (inc Electron)	Visa Credit	Visa Business
RingGo Moto	3.121	2.48	1.463	0.436	0.379	1.371	1.382
RingGo - Ecommerce	3.121	2.48	1.193	0.436	0.379	1.101	1.382
Car Pound payments	2.669	2.48	1.293	0.436	0.389	1.211	1.392
Paye.Net - Moto	3.139	2.48	1.463	0.436	0.389	1.381	1.392
Touch Tone Payments	3.139	2.48	1.463	0.436	0.389	1.381	1.392
Internet Payments	2.669	2.48	1.193	0.436	0.389	1.111	1.392
Managed C & P	2.669	2.48	1.293	0.436	0.389	1.211	1.392

Table.1

Transaction costs by comparison with other boroughs show LBTH are on a favourable rate. This is always under review and presently the council is contracted with Capita.

Budgeted Outcomes / Accountability (focus on improved performance):

The improvement in online services and more streamlined receipt of payments contributes to the Council's strategic priority outcome of being "A council that listens and works for everyone".

Risks and Implications:

This growth bid ensures that an appropriate level of budget is provided for transaction fees and that the Council's budget is sustainable for these unavoidable costs.

Value for Money and Efficiency:

The use of self-service options for the booking of services and payment of bills has supported MTFS efficiency savings across the Council.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA be required?	No

Additional Information and Comments:

GROWTH PROPOSAL

Proposal Title:	**Levies**

Reference:	GRO / COP 001 / 23-24	**Growth Type:**	Unavoidable Growth
Directorate:	Corporate	**Growth Service Area:**	Central services
Directorate Service:	Corporate	**Strategic Priority Outcome:**	5. Investing in public services
Lead Officer and Post:	Nisar Visram, Director Finance, Procurement and Audit	**Lead Member and Portfolio:**	Cllr Saied Ahmed, Cabinet Member for Resources and the Cost of Living

Financial Impact:	Current Budget 2022-23	Growth 2023-24	Growth 2024-25	Growth 2025-26	Total Growth
Budget (£000)	2,048	122	87	46	255

Staffing Impact (if applicable):	Current 2022-23	FTE Increase 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	Total FTE Increase
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

The Greater London Authority (GLA) sets its own Council Tax requirement which is charged separately through Council Tax bills, however the Council is required to provide funding through its own resources to three levying bodies (Environment Agency, Lee Valley Regional Park Authority and London Pension Fund Authority).

These bodies set their own levy amounts for each financial year and they normally increase by an amount similar to inflation.

The Council is required to pay the notified levy amounts and therefore the corporate budget needs to allow for the estimated increases in the annual levies. The table below shows the estimated increases based on an estimated increases of 6% (2023-24), 4% (2024-25) and 2% (2025-26). It is expected that the increases will be higher in the next two years due to the currently high level of inflation but will reduce down to 2% by 2025-26 as the Bank of England and government aim to bring inflation down to the 2% Bank of England target rate.

Levy Authority	2019-20 Levy Charge (£000's)	2020-21 Levy Charge (£000's)	2021-22 Levy Charge (£000's)	2022-23 Levy Charge Budget (£000's)	Increase from 2021-22 to 2022-23 (%)	2023-24 Estimated increase (%)	**2023-24 Estimated increase (£000's)**	2024-25 Estimated increase (%)	**2024-25 Estimated increase (£000's)**	2025-26 Estimated increase (%)	**2025-26 Estimated increase (£000's)**
Environment Agency	224	234	241	255	5.8%	6%	**15**	4%	**11**	2%	**6**
Lee Valley Regional Park Authority	234	239	247	256	3.6%	6%	**15**	4%	**11**	2%	**6**
London Pension Fund Authority	1,434	1,463	1,482	1,537	3.7%	6%	**92**	4%	**65**	2%	**34**
TOTAL	**1,892**	**1,936**	**1,970**	**2,048**	**4.0%**	**6%**	**122**	**4%**	**87**	**2%**	**46**

Budgeted Outcomes / Accountability (focus on improved performance):

The Environment Agency is a levying body for its Flood and Coastal Erosion Risk Management Functions under the Flood and Water Management Act 2010 and the Environment Agency (Levies) (England and Wales) Regulations 2011. The Environment Agency has powers in respect of flood and coastal erosion risk management for 5200 kilometres of main river and along tidal and sea defences in the area of the Thames Regional Flood and Coastal Committee. Money is spent on the construction of new flood defence schemes, the maintenance of the river system and existing flood defences together with the operation of a flood warning system and management of the risk of coastal erosion.

Lee Valley Regional Park is a unique leisure, sports and environmental destination for all residents of London, Essex and Hertfordshire. The 26 mile long, 10,000 acre park, much of it formerly derelict land, is partly funded by a levy. Details on how the budget is spent and the amount each council contributes can be found at www.leevalleypark.org.uk. To find out more about hundreds of great days out, world class sports venues and award winning parklands, please go to the website www.visitleevalley.org.uk.

The London Pensions Fund Authority (LPFA) raises a levy each year to meet expenditure on premature retirement compensation and outstanding personnel matters for which LPFA is responsible and cannot charge to the pension fund. These payments relate to former employees of the Greater London Council (GLC), the Inner London Education Authority (ILEA) and the London Residuary Body (LRB).

Risks and Implications:

The Council has a statutory obligation to pay the levies on receipt of the notification from the levying bodies.

Value for Money and Efficiency:

The levying bodies have a duty to ensure value for money in line with all public sector organisations.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA be required?	No

Additional Information and Comments:

GROWTH PROPOSAL

Proposal Title:	**Leisure Centre Energy Crisis Financial Support**

Reference:	GRO / COP 002 / 23-24	**Growth Type:**	Budget Pressure
Directorate:	Corporate	**Growth Service Area:**	Cultural and related services
Directorate Service:	Sport & Physical Activity	**Strategic Priority:**	5. Investing in public services
Lead Officer and Post:	Lisa Pottinger, Head of Sports & Physical Activity	**Lead Member and Portfolio:**	Cllr Iqbal Hossain, Cabinet Member for Culture and Recreation

Financial Impact:	Current Budget 2022-23	Growth 2023-24	Growth 2024-25	Growth 2025-26	Total Growth
Budget (£000)	-	698	-	-	698

Staffing Impact (if applicable)**:**	Current FTE 2022-23	FTE Increase 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	Total FTE Increase
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

The global energy crisis and price increases have been compounded by the wider economic challenges faced by all businesses through increased supply costs and other pressures including swimming pool chemicals, inflation, interest rate rises, pay awards and the general cost of living increases. However, whilst this is a cross sector national issue, leisure centres, in particular those with swimming pools due to high utility requirements, have been significantly impacted. To acknowledge the impact of the energy crisis, government has introduced The Energy Bill Relief Scheme to cap business energy prices effective from October 2022 to March 2023. However, the detailed implementation of the price cap and its financial impact has not been confirmed to date. It should also be noted that the energy market is still volatile and the lack of certainty regarding government financial support after March 2023, makes accurate financial projections for 2023-24 extremely challenging. The assumption has been made that a separate in-house leisure centre operational budget, which includes utility expenditure for future years, will be determined separately and has not been factored into this growth bid.

In 2022-23 GLL is projecting a circa £1.2 million utility deficit for all the borough's leisure centres. We have clear sight of GLL's budgets through open book accounting and accept that the current situation is unprecedented due to global events, and just as during Covid, the challenge of managing this pressure needs to be shared between the Council and GLL. The impact of the energy price increase is most pronounced at Tiller Leisure Centre where the cost of energy has increased 10-fold due to a change in tariff, which came into effect in October 2022. This tariff increase has resulted in a projected £244k overspend on energy in 2022-23 compared to 2019 levels. GLL has indicated that this financial position is unsustainable and has requested assistance to manage the deficit in year as this pressure is on top of an existing operational deficit at Tiller Leisure Centre. The energy price rise here is significantly above that for the other leisure centres and is an issue over which there is no option given the supply from the Barkantine District Heating Network.

A summary of the borough's leisure centre utility position compared to the 2019 year is outlined in Table 1 below, which illustrates increases in leisure centre energy costs by over 100% since 2019.

Table 1: Tower Hamlets Partnership Utility Costs against 2019 Levels

Leisure Centres	2019 Utility Cost (£)	2022/23 Utility Cost (£)	Increase 2019 v 2022/23 (£)	LBTH Growth Contribution 2020/23 (£)
John Orwell	48,928	105,482	56,554	28,000
Mile End	273,567	636,751	363,184	182,000
Tiller	97,146	340,845	243,699	244,000*
Poplar	136,147	348,128	211,981	106,000
Whitechapel	66,138	106,627	40,489	20,000
York Hall	257,742	463,729	205,987	103,000
Total (all LCs)	**879,668**	**2,001,563**	**1,121,895**	**683,000**

The Tiller Leisure Centre 2022-23 costs are based on actual spend Apr-Sept 2022, 45p rate Oct-Dec 2022 and 27p (price cap) Jan-Mar 2023.
Financial data is calculated on LBTH financial year.

*LBTH to pay 100% of Tiller Leisure Centre Energy overspend due to its special circumstances and GLL to pay for the operational deficit.
All other centres – the energy overspend to be split 50:50

Table 2: Tower Hamlets Partnership 2023-24 Projected Utility Costs against 2019 Levels

Leisure Centres	2019 Utility Cost (£)	2023/24 Utility Cost (£)	Increase 2019 v 2022 (£)	LBTH Contribution 2020/23 (£) *
John Orwell	48,928	114,184	65,256	33,000
Mile End	273,567	652,465	378,898	189,000
Tiller	97,146	481,525	384,379	192,000
Poplar	136,147	348,809	212,662	106,000
Whitechapel	66,138	109,550	43,412	22,000
York Hall	257,742	569,578	311,836	156,000
Total (all LCs)	**879,668**	**2,276,111**	**1,396,443**	**698,000**

* Costs based on a 50:50 risk share for all leisure centres. Subject to review in January 2023.

Several mitigation measures to address the energy overspend have been explored. These include:

- S106 capital investment in sustainability measures such as LED lighting, new energy efficient plant equipment and machinery to reduce energy expenditure
- Increasing fees and charges (on all activities) in year 2022-23 & 2023 -2024
- Increased fees and charges above inflation levels of circa 10% from 1st April 2023
- A surcharge on all swimming / aquatic activity in year and post 1st April 2023
- Closure of a leisure centre or several leisure centres
- Placing swimming pools in hibernation (essentially closing swimming pools in one or several centres)
- Reduced leisure centre operating hours via a winter schedule

s106 and grant funding can be used to improve leisure centre energy efficiency. This approach will reduce energy expenditure in the short and long-term, claw back the funding spent on energy reduction measures within 3 years, due to the energy cost saving, and assist in meeting the Council's net zero energy target for 2025. The leisure centres are some of the Council's least energy efficient buildings so this expenditure would be required anyway to meet carbon neutral operation. Furthermore, this expenditure would ensure that the leisure centres are as energy efficient and financially effective as possible in preparation for the transition to in-house leisure operation from 1st May 2024. All avenues to improve energy efficiency are being

explored and implemented as quickly as possible. However, s106 funding that has not already been subject to tender and signed contract is currently on hold. Preventing this option being deployed in 2022-23.

Increased fees and charges, and or a surcharge on swimming, would only raise a fraction of the money required to meet the £1.12 m overall energy deficit. There is also a significant risk that residents under considerable pressure as a result of the cost-of-living crisis, will eliminate non-essential expenditure, such as leisure centre memberships and leisure activity spend, creating an even greater financial pressure for the centres as a result of loss of income. As a consequence, these options were deemed to be inappropriate.

Leisure centre swimming pool closures have already taken place elsewhere in the country to mitigate increasing energy costs. However, the closure of St. George's & Tiller Leisure Centres and the York Hall swimming pools during the pandemic, illustrated how important leisure centres are to our local communities. They are a vital component of the physical activity regime required to keep residents healthy, which is of even greater importance due to the decline in physical activity during the pandemic. Consequently, the closure of a single or multiple leisure centres was deemed to be incompatible with meeting the needs of our residents. This is particularly true of Tiller Leisure Centre, which recently reopened in January 2022 following repairs to the swimming pool. A further closure of the only public pool in the area would disproportionately impact on residents on the Isle of Dogs where travel to the nearest local swimming pools at Poplar Baths and Mile End Park Leisure Centre has proved problematic for residents and school swimming lessons especially. In addition, closing one or several centres or swimming pools would result in a loss of membership to competition, which is challenging to get back. This could have a consequential impact when the centre(s) / swimming pool(s) reopens. It would also reduce the centre customer base, at a time when the Council would wish to retain as many members as possible to ensure an effective transition to the in-house leisure service operation in 2024. It should also be noted that keeping our swimming pools open is a strategic priority for the Council so closing facilities is not recommended.

Due to the special circumstances at the site, it is being recommended that Tiller leisure centre remains open until the end of the financial year with the Council paying for the unprecedented increase in energy costs (£244k) while GLL retains responsibility for the operational deficit at the site. Due to the volatile nature of the energy market and the uncertainty regarding the extension of the government's energy subsidy beyond 31st March 2023, it is also recommended that a review is conducted in January to determine the way forward in the 2023-24 financial year.

It is also recommended that the Council and GLL share the financial risk of the energy overspend at the remaining leisure centres on a 50:50 split basis, subject to the completion of current negotiations to secure best value for the council. This approach creates a budget pressure of **£683k** in year (made up of 244k in relation to Tiller and 439k in relation to all the other leisure centres) and **£698k** in 2023-24 which can only be funded by growth. It is important to note that the costs outlined in this document are indicative and includes the impact of a 27p price cap with no contingency. These are at this point in time one-off spend requests, although we will need to continue to monitor and evaluate the position for 24/25 and beyond.

It also needs to be understood that the energy market is extremely volatile, with significant increases in energy costs occurring month on month. As a result, the costs quoted in this growth bid are projections indicative at a moment in time, and may be subject to change (increases), depending on market conditions. No decision has been made by government to extend The Energy Bill Relief Scheme business, beyond 31st March 2023. As a result, the financial projections for 2023-2024 are based on the flat tariff rate (27p) without a price cap, which increases overall energy costs in 2023-2024 to an estimated £1.4 million, with the Council paying 50% of this cost.

Budgeted Outcomes / Accountability (focus on improved performance):

This proposal contributes to the Council's strategic plan objectives

- To boost culture, business, jobs and leisure and
- A clean and green future

It will improve energy efficiency, reduce utility costs for our leisure assets and make the leisure centres more financially efficient.

Risks and Implications:

There are several risks associated with not meeting the utility overspend created by the energy crisis

- If financial support is not provided, then the leisure centres will once again deliver an operational deficit that places the future of the leisure service at risk, with at least one swimming pool closure (Tiller Leisure Centre) highly likely.
- There is the risk that with no opportunity to retender for the leisure service in 2024, the leisure operator may view the already circa £2 million debt with more to come as untenable and return the keys pf the leisure centres to the Council. Due to an inability to mobilise quickly, there will need to a break in service with the leisure centres closed for at least 6 months while the Council puts in place the necessary requirements to operate the service in-house

- If a growth bid is not successful, then other mitigation measures will need to be implemented (listed above) all of which will have a detrimental impact on Tower Hamlets residents and leisure provision in the borough.

Value for Money and Efficiency:

The introduction of mitigation measures will reduce utility costs and improve leisure centre energy efficiency, assisting in meeting the Council's net zero target. The money spent to introduce mitigation measures will also be clawed back within three years making the expenditure good value for money.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA be required?	No

Additional Information and Comments:

GROWTH PROPOSAL

Proposal Title:	**Energy Price Increases – Corporate Property**

Reference:	GRO / COP 003 / 23-24	**Growth Type:**	Unavoidable Growth
Directorate:	Corporate	**Growth Service Area:**	Central services
Directorate Service:	Cross-directorate	**Strategic Priority:**	5. Investing in public services
Lead Officer and Post:	Sian Pipe, Energy Manager	**Lead Member and Portfolio:**	Cllr Saied Ahmed, Cabinet Member for Resources and the Cost of Living

Financial Impact:	Current Budget 2022-23	Growth 2023-24	Growth 2024-25	Growth 2025-26	Total Growth
Budget (£000)	2,207	3,540	109	117	3,766

Staffing Impact (if applicable):	Current FTE 2022-23	FTE Increase 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	Total FTE Increase
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

This growth bid is for ongoing growth to cover the estimated increases over the life of the MTFS. Indications from our suppliers suggest an increase of 79% for gas, and 58% for electricity for 2023-24. Increases beyond 2023-24 are based on estimated CPI rates (1.9% 2024-25 and 2.0% 2025-26).

Budgeted Outcomes / Accountability (focus on improved performance):

Failure to award this growth would result in a large unavoidable overspend in the General Fund for energy.

Risks and Implications:

An overspend pressure on budgets if this growth was not agreed.

Value for Money and Efficiency:

The Council enters into spot contracts with energy suppliers to ensure it secures the best price for a fixed period.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA be required?	No

Additional Information and Comments:

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GROWTH PROPOSAL – HOUSING REVENUE ACCOUNT

Proposal Title:	**Minimum Energy Efficiency Standards – Energy Performance Certificates Programme for HRA Leased properties**

Reference:	GRO / HRA 001 / 23-24	**Growth Type:**	Budget Pressure
Directorate:	Place	**Growth Service Area:**	Housing Revenue Account (HRA)
Directorate Service:	HRA	**Strategic Priority Outcome:**	2. Providing homes for the future
Lead Officer and Post:	Ralph Million, Acting Head of Asset Management	**Lead Member and Portfolio:**	Cllr Kabir Ahmed, Cabinet Member for Regeneration, Inclusive Development and Housebuilding

Financial Impact:	Current Budget 2022-23	Growth 2023-24	Growth 2024-25	Growth 2025-26	Total Growth
Budget (£000)	-	116	(116)	-	-

Staffing Impact (if applicable):	Current 2022-23	FTE Increase 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	Total FTE Increase
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

As part of the national target for the UK to be net zero by 2050, the Government has set a target of raising the minimum energy efficiency standard in rented non-domestic buildings to EPC rating B by 2030. As intermediate targets over the next three years, the Government has set the following.

- 1 April 2023. It will be unlawful for landlords to continue to let non-domestic buildings in the scope of the Minimum Energy Efficiency Standards (MEES) regulations with an Energy Performance Certificate (EPC) rating of 'F' or 'G'.
- 1 April 2025. All non-domestic rented buildings in the scope of the MEES regulations must have a valid EPC.

The MEES regulations were introduced in 2015 to target the least energy efficient buildings. Since April 2018, landlords of qualifying non-domestic property have needed to ensure that their properties comply, and new leases on properties with an EPC rating lower than an 'E' cannot be granted. The 2023 regulation changes will apply to all existing non-domestic leases, and it will be unlawful for landlords to continue to let (although not sell) commercial property with an EPC rating of 'F' or 'G'.

A Government 2021 consultation paper contains the 2025 date, along with a further date of April 2027 by when all rented non-domestic buildings must meet a minimum EPC rating of C. Whilst the energy usage in these properties is managed by third-party tenants, the improvements in energy efficiency are in line with the council's commitment to become a net zero carbon borough by 2045 or sooner.

The council has 407 property leases of 99 years or less, which are in scope of the MEES regulations. Of these 102 have EPCs, and 305 do not. EPCs are generally only obtained when a property is being marketed, when it is a legal requirement. EPCs only last for 10 years, and the Council also had a number which have now expired, which are included within the 305.

In order to meet the 2025 target, EPCs will need to be obtained for the 305 properties. The cost of an EPC is related to the floor area of the property involved. EPCs are produced by accredited energy assessors; the council buys in the service from suppliers. There is an existing small contract with a total value of £7,500 to facilitate any EPCs required for marketing purposes. The estimated cost for obtaining the 305 EPCs, allowing for 10% failure rate and re-assessment after works is £150,000, uplifted to £165,000 allowing for 10% growth, as per the table below There is no budget provision for the costs of obtaining EPCs. Where individual EPCs have been obtained previously, the costs have been charged to a budget linked to the rental income, most of which is within the HRA.

This proposal excludes the costs associated with undertaking compliance works to ensure the property meets the EPC Regulations.

The unit EPC cost is based on the costs from the council's existing commercial EPC supplier. There is a sliding scale of charges based on the size of the property, as below;

The minimum charge is £290 for properties under 750 ft^2,

Over 750 but less than 1500 ft^2, £330

Over 1500 but less than 2500 ft^2, £380

Over 2500 but less than 3500 ft^2, £435

Over 3500 but less than 5000 ft^2, £490

Over 5000 but less than 6500 ft^2, £540

Every additional 1,000 ft^2 + £45, up to £1,000

An average figure of £435 has been used in the calculation of this non-recurrent growth bid as being mid-range, reflecting that some properties will be larger and some smaller.

There is a further £125 for a Recommendation Report, which is recommended even if the property is compliant, as can assist with meeting the more stringent targets. Should the property fail its EPC there is a £30 credit, with a reduced £220 charge for revisiting after the works have been completed to record compliance. It is assumed that 10% of the portfolio will fail to meet an E or higher, based on historic levels. The costs are as per the below Table

Initial Assessment			
Properties	305		
Ave Cost	£435		
		£132,675	
Recommendation Reports	£125		
		£3,875	
Non Compliance			
Properties	31		
Credit	(£30)		
		(£930)	
Re-survey	£220		
		£6,820	
			£142,440

A further margin of 15% is sought to allow for price increases due to the proposals to start next year. For the bulk EPCs covered by the growth bid a new procurement is planned, which will ensure that the council gets value for money. The aim is for the procurement to take place in time for an April 2023 start.

The properties involved are held in both the HRA and General Fund (including King Georges Field Trust). The percentage split by number of properties is 70% HRA, 27.5% General Fund, and 2.5% King Georges Field Trust. This growth bid relates to the properties held in the HRA, which equates to growth of around £116k.

It is proposed that the new EPCs required are obtained during the 2023/24 year. This will allow a period of a year before April 2025 to carry out any improvement works required to deal with any F or G ratings. This excludes any EPCs which are required under Business as Usual (BAU) where properties become vacant and are to be let.

This proposal does not include for works to improve EPC ratings. As the council develops comprehensive EPC coverage, it will be possible to estimate the costs of works and a further growth proposal will come forward at that stage. It is the council's responsibility to ensure that its let properties comply with the MEES regulations, hence the primary responsibility for carrying out necessary work rests with the council.

Based on the situation with the limited number of EPCs carried out to date, the proportion of properties with rating B or above is 8% and 36% at C or above. The achievement of the B or above target for all let properties by 2030 will require intervention in most properties.

Where properties achieve an initial rating of F or G then the assessor will provide guidance as to the works required to improve as well as the impact of them. These will be assessed individually and will be considered on a cost/efficiency basis. It is anticipated these works will be undertaken under the Capital works programme.

The theory is that by having a higher rating then the property is more energy efficient, and the cost of bills will reduce.

Budgeted Outcomes / Accountability (focus on improved performance):

The impact of increased energy performance in terms of reduced consumption benefits the occupiers of let properties. There may a marginal benefit to the council in terms of rental value, however it must be assumed that all landlords will be following a similar trajectory as the council.

Risks and Implications:

The enforcement of MEES regulations is with the council. The penalties for non-compliance are fines. For renting out a non-compliant property for a period of more than 3 months the fine is 20% of the rateable value, with a minimum fine of £10,000 to a maximum of £150,000.

There is reputational risk, given the council's role as enforcement authority and regarding its own carbon reduction policies, as well as Manifesto Commitments.

Value for Money and Efficiency:

The principal driver for the process is to comply with regulations, with a secondary benefit of supporting the council's net zero policy.

Furthermore, by having a higher rated property, then the property should be more energy efficient, with a beneficial impact on bills as well as on the environment.

Due to the anticipated level of costs, it is appreciated a full procurement will need to be undertaken, and we will propose that this is by adopting a local government framework to have multiple providers bid for the work and undertake it across the whole portfolio concurrently.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA be required?	No

Additional Information and Comments:

GROWTH PROPOSAL – HOUSING REVENUE ACCOUNT

Proposal Title:	**Housing Management Functions – Strategic Review and Consultation**

Reference:	GRO / HRA 002 / 23-24	**Growth Type:**	Mayoral Priority
Directorate:	Place	**Growth Service Area:**	Housing Revenue Account (HRA)
Directorate Service:	Housing	**Strategic Priority Outcome:**	2. Homes for the Future
Lead Officer and Post:	Nicola Klinger, Housing Companies & Shared Services Manager	**Lead Member and Portfolio:**	Cllr Kabir Ahmed, Cabinet Member for Regeneration, Inclusive Development and Housebuilding

Financial Impact:	Current Budget 2022-23	Growth 2023-24	Growth 2024-25	Growth 2025-26	Total Growth
Budget (£000)	-	213	(213)	-	-

Staffing Impact (if applicable)**:**	Current 2022-23	FTE Increase 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	Total FTE Increase
Employees (FTE) or state N/A	-	2.5	(2.5)	-	-

Proposal Summary:

The growth bid for this proposal will enable the establishment of a core project team to deliver the Housing Management Functions Programme taking into account the consultation underway regarding housing management services potentially coming back in house under the direct control of the council.

The key workstreams for this programme are: Resident Consultation, Communications, Strategic Review and Efficiencies Analysis, Governance & Legal, Shared Services/Service Integration, People (staff engagement and consultation, TUPE), Contracts, Accounts & Assets.

The budget includes resources for the programme team and specialist support as set out below. The resources will be brought in as necessary to the programme, and only where there is not capacity within current services. The bid does not include any potential costs associated with transfer of staff (e.g., redundancies, tribunals, etc).

Table 1: This table shows a breakdown of the costs of the programme team and non-staff resources

Post	Grade	Salary & on-costs	Length	2023-24 Cost (£000's)
Programme Lead	O	£90,795 (Salary plus on-costs p.a.)	15 months	91
Senior Strategy and Policy Officer	L	£70,386 (Salary plus on-costs p.a.)	15 months	70
Business Support Officer (0.5)	I	£27,046 (Salary plus on-costs p.a. 0.5 FTE)	15 months	27
			Total Programme Team	**188**
Non-staff resources (e.g. mail-out; printing; translation, etc.)				25
			TOTAL PROGRAMME	**213**

Programme Lead

- Will be responsible (along with the Project Sponsor) for the delivery of the consultation and strategic review, ensuring that governance and legal requirements are met, ensuring all stakeholders are engaged, managing the programme budget, ensuring the delivery of the programme and managing the programme team.
- Risks of not funding this include lack of direction for programme team, lack of strategic input into programme, lack of engagement with stakeholders, programme not running to budget or timescales.

Senior Strategy and Policy Officer

- Will build capacity within Strategy, Policy and Improvement team. Will consider impact of legislation and national policy (including Building Safety Act 2022, the Fire Safety Act 2021 and the Social Housing Regulation Bill) on proposals for the future of housing management services.

Business Support Officer (0.5 FTE)

- To arrange meetings, take action notes, input data (e.g., from consultation) to ensure that processes run smoothly, and other officers have more capacity to deliver their responsibilities.
- Risks: other members of the programme team spend extended time completing tasks such as arranging meetings which impacts on the ability to deliver the programme.

Non-staff resources

- To provide additional support or resources where needed for example: costs of mail-out and return postage to all residents, costs of translation, etc.
- Risks of not funding this include: inability to deliver consultation.

Budgeted Outcomes / Accountability (focus on improved performance):

The Council has set out in the Strategic Plan that one of its strategic priorities is that “Everyone in Tower Hamlets lives in a good quality home that they can afford”. As part of achieving this outcome, the Council has committed to “Consult residents on the future of housing management services, including Tower Hamlets Homes”. Additionally, the Council has also set out a strategic priority to “Invest in public services”, with an aim to bring outsourced public services back into public hands and introduce an ‘insourcing first’ policy.

Risks and Implications:

The core risks and implications are:

- Inability to deliver project due to lack of resources resulting in lack of basis on which an informed decision can be taken
- Project takes extremely long period of time to delivery due to lack in resources
- Consultation does not test the opinion of stakeholders at a formative stage in the decision-making process in line with legislation and Gunning & Mosely principles, resulting in potential legal challenge
- Low staff morale/staff leaving due to concerns around the future which could result in negative impact on service delivery
- Residents and staff receive incomplete, confusing, or conflicting information/communications causing confusion and anxiety
- Full appraisal of benefit and target outcomes and risks is not conducted result in lack of basis on which an informed decision can be taken
- Lack of adherence to TUPE and other legislation
- Service continuity and delivery is negatively impacted due to low staff morale, lack of strategic planning and loss of corporate knowledge due to staff leaving
- Staff and residents become confused and anxious due to lack of communication
- Lack of strategic approach to transfer results in protracted period of change and restructure causing prolonged disruption
- Relevant legislation/requirements specific to winding down a company is not followed resulting in potential legal challenge
- Lack of resources to deliver transformation programme creates delays/undesirable approach which impacts negatively on residents and staff

Value for Money and Efficiency:

A full analysis of potential efficiencies will be undertaken during the process.

Both cashable and non-cashable benefits will be achieved by:

- Service integration and redesign
- Lack of requirement to administer company
- Reduction of duplication in effort
- Streamlining process and governance generating additional officer capacity

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA be required?	No

Additional Information and Comments:

GROWTH PROPOSAL – HOUSING REVENUE ACCOUNT

Proposal Title:	**Compliance with Building Safety Act**

Reference:	GRO / HRA 003 / 23-24	**Growth Type:**	Unavoidable Growth
Directorate:	Place	**Growth Service Area:**	Housing Revenue Account (HRA)
Directorate Service:	HRA	**Strategic Priority Outcome:**	2. Providing homes for the future
Lead Officer and Post:	Karen Swift, Director of Housing	**Lead Member and Portfolio:**	Cllr Kabir Ahmed, Cabinet Member for Regeneration, Inclusive Development and Housebuilding

Financial Impact:	Current Budget 2022-23	Growth 2023-24	Growth 2024-25	Growth 2025-26	Total Growth
Budget (£000)	-	858	(858)	-	-

Staffing Impact (if applicable):	Current 2022-23	FTE Increase 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	Total FTE Increase
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

One off growth to meet the requirements of the Building Safety & Fire Safety Acts.

There are 77 buildings over 18m and within the scope of the Building Safety Act. One is due to be demolished (Robinhood gardens) leaving 76 that require the following surveys:

- Full building floor plans/point cloud/laser surveys (unit cost likely to be at least 6000)
- External Wall System surveys (unit cost approx. 14,500)
- Type 4 Fire Risk Assessments (Unit cost approx. 4000)
- Structural surveys (unit cost approx. 4000)

Some surveys have been undertaken in the current financial year with the balance of the work falling into 2023/24, as set out below:

- As part of the continuing need to undertake Building Safety Case Reviews there is a need to undertake structural surveys to 46 blocks in 2023/24, totalling £138,000. This is predicated on the basis that we are able to complete a number of surveys in the current financial year from existing budgets.
- More specialist (Laser Scan) surveys are required to produce full building plans in an editable format for the Building Safety case. In the future these plans can be integrated into BIM. 74 surveys will be required in 23/24 (3 buildings will be complete in 22/23). The cost of this is likely to be approx. £450,000 but we will part fund this from existing stock condition budget so we are seeking £345,000.
- Due to a slight delay in procuring the fire engineering contract, 15 External wall surveys inspections due this year will now be undertaken in 2023/24 requiring an additional resource of £235,200.
- Directly linked to External Walls System (EWS) inspections, 34 blocks in 2023/24 will require a Type 4 Fire Risk Assessment, totalling £140,000.

We will need to complete external wall surveys to some blocks of flats below 18m over the next couple of years. We will review these in 23/24 and where we are unable to fund these surveys from existing budgets we will incorporate this into 24/25 budget.

Budgeted Outcomes / Accountability (focus on improved performance):

These proposals will ensure statutory compliance on building safety.

Risks and Implications:

Failure to undertake these surveys will mean incomplete Building Safety Cases and non-adherence to new fire safety regulations coming into force in January 2023.

Some of this work will generate additional requirements, for example waking watches, which cannot yet be quantified. It is suggested that provision for these costs is addressed as and when the need arises.

Value for Money and Efficiency:

The proposal to use laser surveying techniques will future proof the floor plan data and ensure that it is retained in a usable format. There is high demand for such services as a result of the statutory deadlines. This will be managed by using reputable organisations with a proven track record who will deliver a good quality product at a reasonable cost.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
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Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA be required?	No

Additional Information and Comments:

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Savings Summary

Appendix 4A

Title	Reference	Savings Type	Directorate	Service Area	2023-24 £'000	2024-25 £'000	2025-26 £'000	Total £'000
New Savings proposals								
General Fund								
Staffing efficiencies	SAV / CHI 001 / 23-24	Transformation	Children and Culture	Education / Commissioning and Culture	(632)	(22)	(44)	**(698)**
Digitalisation efficiencies	SAV / CHI 002 / 23-24	Transformation	Children and Culture	Education	(48)	(10)	(12)	**(70)**
Income Generation	SAV / CHI 003 / 23-24	Income generation	Children and Culture	Education / Arts, Parks and Events	(92)	(155)	-	**(247)**
Reduction in non-staffing budgets	SAV / CHI 004 / 23-24	Service reductions	Children and Culture	Supporting Families / Education / Commissioning and Culture	(115)	-	-	**(115)**
Review of Children's and Young People Contracts and Commissioned Services	SAV / CHI 005 / 23-24	Transformation	Children and Culture	Integrated Commissioning	(249)	(100)	-	**(349)**
Placement efficiencies	SAV / CHI 006 / 23-24	Transformation	Children and Culture	Children Social Care	(375)	-	-	**(375)**
Management Savings	SAV / CHI 007 / 23-24	Employees	Children and Culture	Commissioning and Culture / Education / Supporting Families	(270)	-	-	**(270)**
Sports and Youth Integration	SAV / CHI 008 / 23-24	Transformation	Children and Culture	Commissioning and Culture	(200)	-	-	**(200)**
Contract Services	SAV / CHI 009 / 23-24	Transformation	Children and Culture	Commissioning and Culture	(119)	-	-	**(119)**
Re-commissioning Hostel Support	SAV / HAC 001 / 23-24	Transformation	Health, Adults and Community	Adult Social Care	(50)	(100)	(100)	**(250)**
Achieving Cost Efficiencies in Commissioned Packages of Care	SAV / HAC 002 / 23-24	Service reductions	Health, Adults and Community	Adult Social Care	(350)	-	-	**(350)**
Additional Savings Delivery from Existing Programmes	SAV / HAC 003 / 23-24	Transformation	Health, Adults and Community	Adult Social Care	(153)	(25)	(25)	**(203)**
Supporting Effective Care in the Home by Reducing the Need for Two Care Workers	SAV / HAC 004 / 23-24	Transformation	Health, Adults and Community	Adult Social Care	(40)	(40)	(40)	**(120)**
Health, Adults and Community Vacancy Factor	SAV / HAC 005 / 23-24	Employees	Health, Adults and Community	Adult Social Care, Community Safety, Integrated Commissioning, and Public Health	(603)	-	-	**(603)**
Commissioned care and support savings for existing users following Reablement Service intervention	SAV / HAC 006 / 23-24	Transformation	Health, Adults and Community	Reablement Service	(250)	(200)	(150)	**(600)**
Deletion of Vacant Manager Post	SAV / HAC 007 / 23-24	Employees	Health, Adults and Community	Mental Health	(60)	-	-	**(60)**
Post reduction in the Deprivation of Liberty Safeguards (DoLS) team	SAV / HAC 008 / 23-24	Employees	Health, Adults and Community	Deprivation of Liberty Safeguards Team	(58)	-	(58)	**(116)**
Cost Reduction – Learning Disability Supported Living Scheme	SAV / HAC 009 / 23-24	Transformation	Health, Adults and Community	Integrated Commissioning	(69)	-	-	**(69)**
Purchasing Efficiencies – Opiate Substitutes	SAV / HAC 010 / 23-24	Transformation	Health, Adults and Community	Integrated Commissioning	(80)	-	-	**(80)**
Improving Community Safety - Income generated in the Safer Neighbourhood Operations Service	SAV / HAC 011 / 23-24	Income generation	Health, Adults and Community	Community Safety	(40)	(40)	(40)	**(120)**
Reduction of Public Health contingency funding	SAV / HAC 012 / 23-24	Running costs	Health, Adults and Community	Public Health	(500)	-	-	**(500)**
Reduction of non-staff costs – Public Health	SAV / HAC 013 / 23-24	Running costs	Health, Adults and Community	Public Health	(150)	-	-	**(150)**
Optimisation of local delivery of sexual health provision	SAV / HAC 014 / 23-24	Transformation	Health, Adults and Community	Public Health	(100)	-	-	**(100)**
Using section 106 funding to fund Housing Supply Team	SAV / PLA 001 / 23-24	Income generation	Place	Housing Regeneration	(50)	-	-	**(50)**
Pest Control Charges uplift for Tower Hamlets Homes	SAV / PLA 002 / 23-24	Income generation	Place	Environmental Health and Trading Standards	(65)	-	-	**(65)**
Planning and Building Control General Fund Income	SAV / PLA 003 / 23-24	Income generation	Place	Planning and Building Control	(40)	-	-	**(40)**
Change in funding for School Crossing Patrol (SCP)	SAV / PLA 004 / 23-24	Income generation	Place	Parking	(113)	-	-	**(113)**
Removal of Development Officer Vacant Post	SAV / PLA 005 / 23-24	Employees	Place	Housing Regeneration	(58)	-	-	**(58)**
Changes to the Resident Support Scheme	SAV / PLA 006 / 23-24	Transformation	Place	Growth and Economic Development	(700)	500	-	**(200)**
Economic Benefits Officer funding transfer	SAV / PLA 007 / 23-24	Income generation	Place	Growth and Economic Development	(61)	-	-	**(61)**
Consolidation of Management Positions	SAV / PLA 008 / 23-24	Employees	Place	Place	(130)	(70)	-	**(200)**
Highways Maintenance - change in funding	SAV / PLA 009 / 23-24	Income generation	Place	Public Realm	(783)	-	-	**(783)**
Income Generation - Bromley Public Hall	SAV / PLA 010 / 23-24	Income generation	Place	Asset Management	(100)	-	-	**(100)**
Freedom Pass - budget reduction due to lower usage	SAV / PLA 011 / 23-24	Transformation	Place	Mobility	(1,300)	-	-	**(1,300)**
Strategy, Improvement and Transformation	SAV / CEO 001 / 23-24	Transformation	Chief Executive's Office	Strategy, Improvement and Transformation	(70)	(100)	(190)	**(360)**
Legal and Democratic Services	SAV / CEO 002 / 23-24	Employees	Chief Executive's Office	Legal and Monitoring Officer Services	(160)	(100)	(40)	**(300)**
Corporate Communications	SAV / CEO 003 / 23-24	Running costs	Chief Executive's Office	Communications and Marketing	(100)	-	-	**(100)**
Recruitment and Resourcing Team staffing	SAV / RES 001 / 23-24	Employees	Resources	Workforce, OD and Business Support	(100)	-	-	**(100)**
Corporate training budget	SAV / RES 002 / 23-24	Running costs	Resources	Learning, Organisational and Cultural Development (LOCD)	(77)	-	-	**(77)**
Occupational Health	SAV / RES 003 / 23-24	Running costs	Resources	Workforce, OD and Business Support	(22)	-	-	**(22)**
Finance, Procurement and Audit staffing	SAV / RES 004 / 23-24	Employees	Resources	Finance, Procurement and Audit	(160)	(240)	(90)	**(490)**
IT Robust Service Rationing and Reduction	SAV / RES 005 / 23-24	Running costs	Resources	Information Technology (IT)	(255)	-	-	**(255)**
Increases in Court Cost income	SAV / RES 006 / 23-24	Income generation	Resources	Revenues and Benefits	(130)	(200)	(70)	**(400)**
Customer Services	SAV / RES 007 / 23-24	Running costs	Resources	Customer Services	(180)	-	-	**(180)**
Council-wide efficiencies	SAV / ALL 001 / 23-24	Employees	Cross-Directorate	Cross-Directorate	(743)	-	-	**(743)**
TOTAL NEW SAVINGS PROPOSALS - General Fund					**(10,000)**	**(902)**	**(859)**	**(11,761)**
Dedicated Schools Budget								
Savings related funding reduction in Central School Services Block DSG	SAV / DSG 001 / 23-24	Running costs	Children and Culture - DSG	Education and School	(337)	(228)	(182)	**(747)**

Savings Summary

Appendix 4A

Title	Reference	Savings Type	Directorate	Service Area	2023-24 £'000	2024-25 £'000	2025-26 £'000	Total £'000
Changes to Existing Savings (originally agreed by previous administration indicatively)								
Unachievable Savings (originally agreed by previous administration)								
Savings to be written off - Transformation of SEND transport commissioning - SAV / CHI 005 / 20-21	SAV / CHI 005 / 20-21	Unachievable Saving	Children and Culture	Education and Partnerships	500	-	-	**500**
Savings to be written off - Asset Management Service - SAV / ALL 005 / 19-20	SAV / ALL 005A / 19-20	Unachievable Saving	Children and Culture	Asset Management (Cross-Directorate)	250	-	-	**250**
Savings to be written off - Asset Management Service - SAV / ALL 005 / 19-20	SAV / ALL 005B / 19-20	Unachievable Saving	Place	Asset Management (Cross-Directorate)	250	-	-	**250**
Savings to be written off - Income Through Housing Companies - reprofile of agreed saving SAV/ RES 08 / 18-19	SAV/ RES 008 / 18-19	Unachievable Saving	Place	Housing	250	-	-	**250**
Savings to be written off - New Town Hall revenue savings - SAV / PLA 003 / 20-21	SAV / PLA 003 / 20-21	Unachievable Saving	Place	Corporate Property and Capital Delivery	225	-	-	**225**
Savings to be written off - New Town Hall revenue savings - SAV / PLA 006 / 21-22	SAV / PLA 006 / 21-22	Unachievable Saving	Place	Corporate Property and Capital Delivery	1,715	-	-	**1,715**
Savings to be written off - Property Asset Strategy - SAV / PLA 001 / 20-21	SAV / PLA 001 / 20-21	Unachievable Saving	Place	Corporate Property and Capital Delivery	500	-	-	**500**
Savings to be written off - Contract Management Efficiencies - Reprofiling of agreed savings - SAV/CORP 02 / 18-19	SAV / COP 002 / 18-19	Unachievable Saving	Cross-Directorate / Corporate	Corporate	1,950	-	-	**1,950**
Savings to be written off - Local Presence / Contact Centre Review - ALL006/17-18	SAV / ALL 006 / 17-18	Unachievable Saving	Cross-Directorate / Corporate	Corporate	454	-	-	**454**
Savings to be written off - Change of working hours and use of Flexible Retirement schemes - SAV / ALL 002 / 21-22	SAV / ALL 002 / 21-22	Unachievable Saving	Cross-Directorate / Corporate	Workforce	690	-	-	**690**
Savings to be written off - Greater Commercialisation - SAV / ALL 007 / 19-20	SAV / ALL 007 / 19-20	Unachievable Saving	Cross-Directorate / Corporate	Corporate	141	-	-	**141**
Reprofiled Savings (originally agreed by previous administration)								
Savings to be reprofiled - Legal services - SAV / GOV 001 / 20-21	SAV / GOV 001 / 20-21	Reprofiling of Agreed Savings	Chief Executive's Office	Legal Services	-	(200)	-	**(200)**
Savings to be reprofiled - Review of Telecare - SAV / HAC 014 / 21-22	SAV / HAC 014 / 21-22	Reprofiling of Agreed Savings	Health, Adults and Community	Adult Social Care	(71)	-	-	**(71)**
Savings to be reprofiled - Human Resources - RES001/17-18 (previously reprofiled)	SAV / RES 001 / 17-18	Reprofiling of Agreed Savings	Resources	Human Resources	700	(700)	-	**-**
Savings to be reprofiled - THH - Potential support service Savings - SAV / COP 002 / 21-22	SAV / COP 002 / 21-22	Reprofiling of Agreed Savings	Place	Housing	100	-	(100)	**-**
TOTAL CHANGES TO EXISTING SAVINGS (originally agreed by previous administration indicatively)					**7,654**	**(900)**	**(100)**	**6,654**
Approved Savings (fully agreed by previous administration)								
Hosted Drug Substance Misuse	SAV / HAC 013 / 21-22	Reduction in Provision	Health, Adults & Community	Integrated Commissioning	(100)	-	-	**(100)**
Children's Commissioning – Contracts Review	SAV / CHI 003 / 21-22	Reduction in Provision	Children & Culture	Youth and Commissioning	(300)	-	-	**(300)**
Children's Social Care - Changes to Edge of Care Service	SAV / CHI 008 / 21-22	Service transformation	Children & Culture	Children's Social Care	(80)	-	-	**(80)**
Environmental Service Team - increased enforcement activity to target fly tipping	SAV / PLA 003 / 21-22	Income generation	Place	Public Realm	(20)	-	-	**(20)**
New Town Hall revenue savings	SAV / PLA 006 / 21-22	Service transformation	Place	Property and Major Projects	(3,446)	-	-	**(3,446)**
Transformational review of the Homelessness service	SAV / PLA 009 / 21-22	Service transformation	Place	Housing Options	(1,750)	-	-	**(1,750)**
Human Resources - reprofile of agreed saving RES001/17-18	SAV / RES 010 / 21-22	Service transformation	Resources	HR and OD	(700)	-	-	**(700)**
Change of working hours and use of Flexible Retirement schemes	SAV / ALL 002 / 21-22	Service transformation	Corporate	Workforce	(200)	-	-	**(200)**
Income Through Housing Companies - reprofile of agreed saving SAV/ RES 08 / 18-19	SAV / COP 001 / 21-22	Service transformation	Corporate	Corporate	(250)	-	-	**(250)**
THH - Potential support service Savings - reprofile of agreed saving SAV/ RES 09 / 18-19	SAV / COP 002 / 21-22	Service transformation	Corporate	Corporate	(100)	-	-	**(100)**
Fees & Charges - reprofile of agreed saving SAV / ALL 003 / 20-21	SAV / COP 003 / 21-22	Income generation	Corporate	Cross-directorate	(235)	-	-	**(235)**
TOTAL APPROVED SAVINGS (fully agreed by previous administration)					**(7,181)**	**-**	**-**	**(7,181)**

SAVINGS PROPOSAL

Proposal Title:	**Staffing efficiencies**

Reference:	SAV / CHI 001 / 23-24	**Savings Category:**	Transformation
Directorate:	Children and Culture	**Savings Service Area:**	Education services
Directorate Service:	Education and Commissioning & Culture	**Strategic Priority Outcome:**	3. Accelerating education
Lead Officer and Post:	Steve Nyakatawa, Director of Education Layla Richards, Head of Strategy, Policy and Improvement	**Lead Member and Portfolio:**	Cllr Maium Talukdar, Statutory Deputy Mayor & Cabinet Member for Education and Lifelong Learning

Financial Impact:	Current Budget 2022-23	Savings/Income 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Total Savings/Income
Budget (£000)	3,775	(632)	(22)	(44)	(698)

£

Staffing Impact (if applicable):	Current 2022-23	FTE Reductions 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	Total FTE Reductions
Employees (FTE)	75	(6.7)	-	-	(6.7)

Proposal Summary:

This proposal contains eight proposals for staffing efficiencies: in the Governor Services (1); in Strategy, Policy and Improvement (2); in Early Help (3); Parent and Family Support (4); Early Years (5); DCOS (6); Regulated Services (7); and Children's Commissioning (8)

1) **Governor Services**

- Currently Governor Service provide clerking services to governing bodies across Tower Hamlets. Clerks to governing bodies are on fixed term roles on grade I, £52k with oncost.
- The proposal is to recruit new staff to a new model where Clerks to governing bodies are paid per meeting. The proposed model is one that is used by neighbouring local authorities and more widely elsewhere.
- The cost of a clerk on the new model is £30k with oncost. This will achieve a savings of £22k per post.
- Through natural wastage and recruiting staff on to this new proposed model, savings of £88k per year from 2026 onwards can be achieved. The caveat being staff will only be replaced under this proposal when fixed term contracts come to an end.
    - Currently a GSA generates £52k approximately a year at a cost of £52k with oncost.
    - Cost of delivery on the new model will be £30k with oncost and still generating £52k approximately. This additional saving/income can be passed on to schools and redistributed to other strategic priorities yearly.
- The new delivery model is more cost effective and agile in taking on additional work and generating higher margins.
  On the new pay per meeting model, equivalent staffing cost is £9,610, generating a profit margin of £4,390.
  The new staffing model will generate profit regardless of the number of schools allocated to a clerk.

2) **Data Analysts**

There are also two data analyst vacancies at grade H in the Children & Culture Strategy, Policy and Improvement team. There have been several unsuccessful rounds of open recruitment to these hard to fill roles. The proposal is to delete the two vacancies and replace them with one senior data analyst role at grade K which from recent experience would be easier to recruit to. This would result in a £30k saving and allow us to progress key elements of data analysis within the directorate. As both of the data analyst roles are vacant this would not impact on any staff member.

3) **Youth Insourcing**

The local authority currently commissions two organisations to work with families who have young people who are at risk getting involved with up youth violence and anti-social behaviour. These are often children and families which have not engaged with LBTH processes for various reasons. Currently this is commissioned by the Youth Service, however funded by the Early Help. The sum of the contracts of £50k per organisation isa total of £100k. It is proposed to terminate these contracts on 31/03/2023. The work will then be picked up by the expanded in-house service.

4) **The Parent and Family Support Service** work with schools, settings and community partners to offer a range of services. They inform, empower and support parents and carers of children birth – 19 years, 25 years for young people with disabilities. The range of services offered includes parental engagement with schools; holiday childcare; support with transitions; parenting programmes; Parent & Carer Council; SENDIASS; Family Information Service; Dads' Network; support and advice for families.
It is proposed to reduce the staffing capacity by three posts by not filling vacancies as they arise and managing within reduced capacity. This would deliver a saving of £150k.

5) **Early Years**
The Early Education and Childcare Service is a statutory service offering support, advice and challenge to the private, voluntary, independent, maintained nurseries and school-based nursery sector on the Ofsted Early Years register delivering early education and childcare for children 0-4. The Early Education and Childcare service consists of 3 collaborative teams (18 FTE) roles

- Advisory and Inclusion
- Funding Entitlements and Sufficiency
- Community Engagement and Continuous workforce development

It is proposed to reduce the team by 2.7 FTE and reorganise the delivery of those functions with reduced capacity. This will deliver a saving of £160k.

6) **Disabled Children's Outreach Service**
Following a systematic approach to identifying savings within the Supporting Families division, a recurring underspend has been identified and can be delivered as a saving with no reduction in posts. Saving of £80k.

7) **Regulated Services**
Following a review of the workload undertaken by the teams in Resources, which has been manageable for an extended period, both in relation to the volume of referrals into the service as well as fact that there has been recruitment to the Parenting Assessment and Support Team (2 FTE's). This has led to identifying 1.5 FTE posts which are vacant and where the service can manage without this capacity. Saving of £75k.

8) **Children's Commissioning Team**
This budget was a contribution towards a post for work that was previously funded separately, this work has now been amalgamated into the new specification of re-commissioned streamlined services. Saving of £15k.

Revised Provision:

Whilst this would be a reduction of one post from the current SPI structure, we have not been able to recruit to the roles from three permanent recruitment campaigns and we would expect to be able to recruit to the one post at a higher grade which would provide additional capacity and avoid the reliance on agency staff.

There is a focus on bringing back services 'in house'. There has also been an indication that strategically the Youth Service will be expanding the direct work with young people through universal and targeted provision for children/young people at risk. The reduction of commissioned service would be mitigated by the expansion of these services in the youth service. The Youth Justice and Young People Service are currently undertaking an options appraisal of the wider mode of delivery for services and there is a possibility that they may consider a mixed economy of delivering both universal and targeted work.

Risk and Mitigations:

The staffing reductions proposed here will not involve any compulsory redundancies and have been planned in a way that will not have any significant impact on the delivery of frontline services.

Resources and Implementation:

These changes can be implemented within existing resources.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	Yes	Posts will only be deleted as they become vacant. Services will be delivered in a different way to ensure that there is no impact upon frontline delivery.
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA will be required?	No

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	**Digitalisation efficiencies**

Reference:	SAV / CHI 002 / 23-24	**Savings Category:**	Transformation
Directorate:	Children and Culture	**Savings Service Area:**	Education services
Directorate Service:	Education	**Strategic Priority Outcome:**	3. Accelerating education
Lead Officer and Post:	Steve Nyakatawa, Director of Education	**Lead Member and Portfolio:**	Cllr Maium Talukdar, Statutory Deputy Mayor & Cabinet Member for Education and Lifelong Learning

Financial Impact:	Current Budget 2022-23	Savings/Income 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Total Savings/Income
Budget (£000)	395	(48)	(10)	(12)	(70)

Staffing Impact (if applicable):	Current 2022-23	FTE Reductions 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	Total FTE Reductions
Employees (FTE)	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

This proposal contains two separate proposals, both in relation to delivering efficiencies in the way that we undertake and deliver training.

This proposal contributes to the Council's Strategic Plan priority below:

Priority 8: A council that listens and works for everyone
– Deliver a balanced budget, innovate to improve value for money, deliver modern services, and improve customer satisfaction across council services
The proposal is putting forward more efficient and cost-effective ways of working which will reduce running costs across the Education services without compromising on the quality of services provided and ensuring frontline services are protected.

1) Across the Education Service area, we will provide more online training and resources without the need to book venues and travel to for face-to-face meetings/training. All resources will be provided online, and therefore no photocopying and/or printing costs. Reduction in travel costs for both officers and course participants – contributing to zero carbon emissions. This will realise savings of £40,000 in 2023/24.

2) THESS supports schools to meet statutory requirements as outlined in Keeping Children Safe in Education (September 2023). Service also collates and identifies priorities for training and improvement through the Section 175 audit. Training that is [provided outside the statutory framework is provided to schools and other organisations. Training is also provided on behalf of the Safeguarding Partnership. No staff reductions but use existing capacity to generate income. Income to be maximised through use of online digital platforms blended with face-to-face engagement. This will realise savings of £8,000 in 2023/24, £10,000 in 2024/25 and £12,000 in 2025/26.

Revised Provision:

The proposed saving will be an expansion and improvement on service offer and delivery based on lessons learned during the pandemic. The potential to reach more service users by using a variety of (digital) media platforms is going to be significant over time.

Risk and Mitigations:

For service users without digital devices an option for face to face should be included in any service offer.

Mitigated by more service users becoming more competent in using IT.

Resources and Implementation:

These changes can be implemented within existing resources.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA will be required?	No

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	**Income Generation**

Reference:	SAV / CHI 003 / 23-24	**Savings Category:**	Income generation
Directorate:	Children and Culture	**Savings Service Area:**	Education services Cultural and related services
Directorate Service:	Education Arts, Parks and Events	**Strategic Priority Outcome:**	3. Accelerating education 4. Boosting culture, business, jobs, and leisure
Lead Officer and Post:	Steve Nyakatawa, Director of Education Catherine Boyd, Head of Arts, Parks and Events	**Lead Member and Portfolio:**	Cllr Maium Talukdar, Statutory Deputy Mayor & Cabinet Member for Education and Lifelong Learning

Financial Impact:	Current Budget 2022-23	Savings/Income 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Total Savings/Income
Budget (£000)	(64)	(92)	(155)	-	(247)

Staffing Impact (if applicable)**:**	Current 2022-23	FTE Reductions 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	Total FTE Reductions
Employees (FTE)	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

The proposal contains five distinct opportunities, in relation to income generation from council owned assets.

1) The Council owns and run the **Gorsefield Outdoor Education Centre.** The Centre generates income by organising visits for Tower Hamlets schools throughout the academic year. 85% of Tower Hamlets schools currently use the centre. The centre is not open during the school holidays. The Centre needs to be re-furbished to bring it up to expected standards if this is to be hired to the commercial and community sectors within and outside of the Borough. An initial investment of approximately £60 – 75k will be required.Once the refurbishment is completed, the centre can be hired to the commercial sector potentially generating £100k per year based on an estimated income of between £1,500 -2,000 per week. The Centre will be open all year including weekends. The setting makes it an ideal venue for weddings as well.

2) **Film Unit Base.** Increase our income generation through reconfiguration of the St Johns Car Park in Wapping (next to John Orwell Centre) as a unit base. We estimate that we could generate up to 45,000 per annum but reconfiguration of the site is necessary, which would require capital investment. Note that St Johns Car Park is not currently used to capacity as it is next to the John Orwell Centre that has parking and is not in an area of high demand for parking. We would continue to generate income from parking when not used as a film base unit.

3. Increased markets in parks
Location: Bartlett Park and Millwall Park
Income: estimate of £16,000 per annum (combined total)

4. Mini-golf in Victoria Park
Location: Victoria Park
Income: estimate of £60,000 to £70,000 per annum (licence fee from a third-party operator), however the project is expected to be completed and open by January 2024. Therefore, there would be very limited income for the next financial year, possibly £15,000 in 23/24.

5. Concessions in parks
Location: St John's Park and multiple sites across the borough for pop up small concessions (i.e., coffee cart).
Income: estimate of £16,000 (total, of which £6,000 would come via the kiosk at St John's).

Revised Provision:
Service provision will be extended to all year round to maximise income generation. As well as schools, customer base will be broadened to include community and commercial sectors.

Risk and Mitigations:	Resources and Implementation:
To be identified after an initial scoping exercise.	Some of the income generating proposals require capital investment e.g. the car park at St Johns and mini golf provision.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	Yes	Increase customer base and open up service to community and commercial sectors to generate more income.
Does the change alter access to the service?	Yes	Improved access e.g. mini golf.
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA will be required?	No

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	**Children and Culture reduction on non-staffing budgets**

Reference:	SAV / CHI 004 / 23-24	**Savings Category:**	Service reductions
Directorate:	Children and Culture	**Savings Service Area:**	Children Social Care
Directorate Service:	Supporting Families Education Commissioning and Culture	**Strategic Priority Outcome:**	5. Investing in public services
Lead Officer and Post:	Susannah Beasley-Murray, Director, Supporting Families Steve Nyakatawa, Director, Education Matthew Eady, Director, Commissioning & Culture	**Lead Member and Portfolio:**	Cllr Maium Talukdar, Statutory Deputy Mayor & Cabinet Member for Education and Lifelong Learning Cllr Iqbal Hossain, Cabinet Member for Culture and Recreation

Financial Impact:	Current Budget 2022-23	Savings/Income 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Total Savings/Income
Budget (£000)	1,196	(115)	-	-	(115)

Staffing Impact (if applicable):	Current 2022-23	FTE Reductions 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	Total FTE Reductions
Employees (FTE)	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

A review of non-staffing, non-essential budgets over the past year and by the rationalisation of certain costs e.g., stationery and printing - an efficiency saving of £115,000 can be achieved across the directorate. Digitalisation and the move to paperless working will be the primary way in which these savings will be realised.

Revised Provision:

Based on a line-by-line review of budgets

- This proposal will deliver savings of £115k
- This proposal is desirable because it will not lead to FTE reduction in Children and Culture.
- This proposal contributes to the achievement of additional MTFS saving in 2023-24.

Risk and Mitigations:

Although certain processes continue to require stationery to support them, most services continue to purchase supplies and services at the same level as during the pandemic. Increased digitalisation and a move to paperless working will reduce costs.

Resources and Implementation:

These savings relate to the General Fund and the changes will be achieved within existing resources.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA will be required?	No

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	**Review of Children's and Young People Contracts and Commissioned Services**

Reference:	SAV / CHI 005 / 23-24	**Savings Category:**	Transformation
Directorate:	Children and Culture	**Savings Service Area:**	Children Social Care
Directorate Service:	Integrated Commissioning	**Strategic Priority Outcome:**	5. Investing in public services
Lead Officer and Post:	Karen Sanderson – Head of Children's Integrated Commissioning	**Lead Member and Portfolio:**	Cllr Maium Talukdar, Statutory Deputy Mayor & Cabinet Member for Education and Lifelong Learning

Financial Impact:	Current Budget 2022-23	Savings/Income 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Total Savings/Income
Budget (£000)	1,292	(249)	(100)	-	(349)

0

Staffing Impact (if applicable):	Current 2022-23	FTE Reductions 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	Total FTE Reductions
Employees (FTE)	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

Proposed contract savings: Re-commissioning of the supported living and housing pathway contracts are underway (new contracts will be in place August 2023).
Savings: £349k has been identified as being deliverable over 2023-25 once the new housing pathway is in place and from a review of all contracts.

1. **Pan London Vehicle for joint Commissioning**
   Tower Hamlets Children's Services has committed to joining a Pan-London Vehicle (PLV) for Commissioning, which will develop secure welfare provision in London and will also provide a mechanism for future joint commissioning.
   In Tower Hamlets between June 2019 and April 2022, a total of 4 children were placed in a secure children's home, at a total cost of £645k.
   The PLV therefore provides Tower Hamlets a means of leveraging £50+ millions of investments for our children and young people. There is an opportunity now to develop and establish secure children's home provision in London to bring additional capacity to the market, with funds provided by the Department for Education, but this requires a Pan-London approach. The PLV High-Cost Low Incident provision (HCLI) is due to be launched in the first quarter of 2024.
   Savings: This initiative will make direct savings of £160,000 per year when the programme starts.

2. **Joint Commissioning opportunities and structuring team resources**
   Having reviewed the current contracts register (see attached draft Appendix 1) there are opportunities to complete a service review and align 44 contracts which are currently providing similar services by the same providers across directorates.
   Once these contracts and service provisions are reviewed there will be opportunities for both savings, efficiencies, and service improvements. This will need to be scoped and approved by Cabinet to begin a transformation programme to achieve these goals.
   The current annual total spend on these contracts is £19million.
   Potential savings: Reviewing linked contracts, aligning service provision and current commissioning and contract monitoring staffing across directorates to form a newly focussed team of commissioners and contract monitoring specialising in fully integrated commissioning activity. This programme of work would transform the teams and make best use of resources within the council for long term savings projections. This proposal will look to achieve efficiencies within the Directorate through removal of vacant posts, redeployment, and service realignment.

Revised Provision:

The revised commissioning arrangements will continue to deliver placements and other services, but in a different configuration that is better matched to the needs of our children and young people.

Risk and Mitigations:	Resources and Implementation:
A collaborative commissioning approach will be taken which mitigates the risk that commissioned providers will not be able to deliver the services that we need at the same time as delivering best value for the borough.	These proposals will be delivered within existing resources.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If yes – please provide a brief summary of how these impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA be required?	No

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	**Placement Efficiencies**

Reference:	SAV / CHI 006 / 23-24	**Savings Category:**	Transformation
Directorate:	Children and Culture	**Savings Service Area:**	Children Social Care
Directorate Service:	Children Social Care	**Strategic Priority Outcome:**	5. Investing in public services
Lead Officer and Post:	Susannah Beasley Murray, Director Supporting Families	**Lead Member and Portfolio:**	Cllr Maium Talukdar, Statutory Deputy Mayor & Cabinet Member for Education and Lifelong Learning

Financial Impact:	Current Budget 2022-23	Savings/Income 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Total Savings/Income
Budget (£000)	15,792	(375)	-	-	(375)

Staffing Impact (if applicable)**:**	Current 2022-23	FTE Reductions 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	Total FTE Reductions
Employees (FTE)	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

The following actions will deliver the proposed placement savings:

1, Review of the Independent Placement Overview Panel (IPOP) decision making process, to include an appraisal of its terms of reference, associated guidance, and its membership. To ensure that the right partners are represented and committed to the panel's function, which includes financial overview of placements.

A review of all the cases presented to IPOP this financial year, to ensure that all partner contributions have been correctly invoiced and recharged.

2, A review of the top 20 high-cost placements to:

- Ensure that those that are joint or tripartite funded, with health and/or education are receiving the costings
- Review support packages and undertake savings analysis, making recommendations regarding support packages, where it is identified that a child or young person, has made sufficient progress and a gradual reduction in support is recommended by the social work team and agreed or recommended by the panel.

3, A review of staying put placements, with a view to identify where it may be possible for a young person aged 19 plus to move onto semi- independent provision, in turn freeing up an in house foster care placement, therein increasing our in-house availability, avoiding placing children with high-cost foster placements via Independent fostering agencies.
Review all children aged 16/17 who are placed with semi-independent providers outside of our preferred provider list, at a cost of between £500 to £1500 per week.
To embed the Placement Stability Protocol across the department, to prevent placement disruptions and the escalating use of high low incident residential placements. This part of the proposals is responsible for £200,000 of savings per year.

It is proposed that the established housing panel which reviews young people aged 18 plus, in terms of their nomination to their permanent accommodation, will extend its remit and conduct a supplementary review of all care leavers. The aim will be to cross reference those young people who are eligible for housing benefits, against those who are in receipt of housing benefit. It is envisaged that this exercise could result in savings and increase the efficiency in terms of applications for housing benefit being made.

The review will also include looking at all care leavers' utilisation of support hours, to ensure the support hours commissioned at the commencement of the placement, continue to be reflective of the need of the young person. This quality assurance exercise, will both ensure that the only the identified support is provided, therein holding providers to account, potentially removing excessive and/or underutilised support hours which resulted in additional costs to the council. This will save an additional £20,000 per year.

Revised Provision:

The proposed exercises, forms part of the ongoing financial review and audit of those care leavers who are eligible for housing benefit/universal credit, however, are not in receipt of it. The potential benefits, aside from costs savings relate to supporting care leavers to develop their understanding of the process as it applies to claiming this welfare benefit and understanding their entitlement to welfare benefits, being young adults. This forms part of pathway planning – supporting young people to gain the skills to live independently.

Risk and Mitigations:

Changes to support packages, might lead to challenge from the provider, who seeks to maintain the same level of support. Mitigation, to engage in earlier discussions, as part of reviews, where the progress made by the child/young person and other evidence is presented to the provider, as the basis for change.

Placement moves can lead to disruptions in CLA education, mitigation would be to not disrupt children education, during KS4, during term time and for any moves to be meticulously and sensitively planned.

Long term relationships formed through staying put, will be fractured. Mitigation, support the young person and their carer to identify ways in which they might maintain contact and a relationship.

Young people identified to change placement, such as returning to Tower Hamlets could refuse a return to borough, to mitigate this, the pace of the move must be considered, along with direct work with the child/young person to support their understanding of the need to move and the associated benefits, eg familiarisation to the local area, where they will be permanently allocated housing.

It is possible as a result of the review of support hours, that there will be business cases made for an increase in support hours for a number of young people. Where it is identified that their support hours are insufficient and not meeting their need. Therein resulting in low level financial risk.

The review may bring contractual risk, this might occur in the event that we seek to reduce hours, below that original agreed at the point of commissioning the service. The mitigation, will be to ensure that we review contracts/service level agreements (SLA's), before implementing changes, that could fall outside of SLA's.

Resources and Implementation:

The pre-existing panel (IPOP) and Housing Panel will be the mechanisms used to conduct the review of support packages as well as review of those young people who are identified as benefiting from a change of placement.

By way of a timeline, for these key activities, it is proposed that that the scoping work will be completed by December 2022, which will include a review of those cared for in staying put arrangements, and those young people, who could benefit from a return to borough.

The pre-existing and established housing panel will be mechanism used to conduct the aforementioned reviews.

Implementation will be preceded by a scoping exercise, gathering the quantitate data required to assist in the qualitative review.

The housing panel clerk will invite identified SW's/PA's and where relevant young people themselves, as part of the review of the support hours.
This review will start in November 2022

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA will be required?	No

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	**Management Savings**

Reference:	SAV / CHI 007 / 23-24	**Savings Category:**	Employees
Directorate:	Children and Culture	**Savings Service Area:**	Cultural and related services Education Children's Social Care
Directorate Service:	Commissioning and Culture Education Supporting Families	**Strategic Priority Outcome:**	5. Investing in public services
Lead Officer and Post:	Matthew Eady, Director, Commissioning and Culture Steve Nyakatawa, Director, Education Susannah Beasley-Murray, Director, Supporting Families	**Lead Member and Portfolio:**	Cllr Iqbal Hossain, Cabinet Member for Culture and Recreation Cllr Maium Talukdar, Statutory Deputy Mayor & Cabinet Member for Education and Lifelong Learning

Financial Impact:	Current Budget 2022-23	Savings/Income 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Total Savings/Income
Budget (£000)	1,454	(270)	-	-	(270)

Staffing Impact (if applicable)**:**	Current 2022-23	FTE Reductions 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	Total FTE Reductions
Employees (FTE)	20	(3)	-	-	(3)

Proposal Summary:

This proposal is to identify areas where savings can be realised by combining management responsibilities across the Children and Culture Directorate. These proposals would involve the merging of some management posts and therefore a reduction in senior management number, however to achieve some of these savings, there may need to be additional capacity provided at a lower grade. Further analysis is underway to make plans for these changes, taking advantage of natural turnover in order to avoid any compulsory redundancies.

The options being considered are as follows

1) This proposal is to merge the two Heads of Service posts for Tower Hamlets Arts and Music Education Service (THAMES) and Arts, Parks and Events. The longstanding Head of Service for THAMES has recently retired and the Head of Service role is being covered on an interim secondment basis. This provides an opportunity to consider whether this post could be merged with the Head of Service role for Arts, Parks and Events. Both posts sit in the Commissioning & Culture division of Children & Culture and while THAMES is predominantly an education-based service there are parallels between the two services in terms of their focus on arts and culture.

2) Strategy, Policy and Improvement & Commissioning

   We recently failed to recruit the post of Head of Children's Integrated Commissioning. There are some synergies with the Children's Head of Strategy, Policy and Improvement, and it may be possible to combine these roles. The commissioning role is joint funded with the ICB, NHS colleagues would need to be satisfied that there was specialist senior commissioning capability to deliver the NHS priorities. NHS consultation has been undertaken and the ICB is satisfied that these proposals are reasonable. Consequently, it would be necessary to strengthen the leadership in the Integrated Commissioning Team to ensure the delivery of our partnership commissioning objectives, however, this should still deliver a saving.

3) Supporting Families and Education Management Structures

   Work is underway to review the senior leadership structures in these two divisions, including the potential for greater synergy and integration across the divisions, and a number of potential changes are being assessed which would reduce the number of senior leaders and combine functions/areas of service. Precise proposals can be confirmed in good time for the next financial year.

Revised Provision:
No change proposed to service provision.

Risk and Mitigations:	Resources and Implementation:
Risks of a loss of management grip and leadership capacity will be mitigated by careful planning and ensuring that the new roles and their direct reports together can absorb all the respective responsibilities.	These changes can be implemented within existing resources.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	Yes	Natural turnover will be used to avoid any compulsory redundancies.
Does the change involve a redesign of the roles of staff?	Yes	Careful planning will be undertaken to ensure the amalgamation of senior roles is implemented in a way that maintains appropriate management oversight and leadership capacity.

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA will be required?	No

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	**Sports and Youth Integration**

Reference:	SAV / CHI 008 / 23-24	**Savings Category:**	Transformation
Directorate:	Children and Culture	**Savings Service Area:**	Cultural and related services Sports and Leisure
Directorate Service:	Commissioning and Culture	**Strategic Priority Outcome:**	3. Accelerating education
Lead Officer and Post:	Matt Eady, Director Commissioning and Culture	**Lead Member and Portfolio:**	Cllr Maium Talukdar, Statutory Deputy Mayor & Cabinet Member for Education and Lifelong Learning

Financial Impact:	Current Budget 2022-23	Savings/Income 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Total Savings/Income
Budget (£000)	200	(200)	-	-	(200)

Staffing Impact (if applicable)**:**	Current 2022-23	FTE Reductions 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	Total FTE Reductions
Employees (FTE)	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

As part of developing a new integrated youth service the proposal is that the work of developing young leaders and the youth justice reparation programme will be delivered from the new model and youth investment. This current spend is within the Commissioning and Culture division under sports and leisure. We want to integrate all of our youth offer within our in-house Young Tower Hamlets service in a different way and our youth investment is going to enable that.

Proposed savings:

Developing Young Leaders:

- Apprenticeships accredited and certified Outcomes (excluding DofE) for young people. This programme can include a variety of courses such as NICAS, Sports Leaders, Level 1 national governing body awards - **£70k**
- Duke of Edinburgh Award Programme for Youth Centres at Bronze, Silver and Gold - **£50k**

Youth Justice Reparation Programme:

- A programme providing bicycle maintenance and training programme potentially linking into employment opportunities with local cycling providers / employers e.g. Halford, Bikeworks etc - **£20k**

Adventure Club Plus

- Adventure Club is an after-school youth club focusing on adventure sport provision for young people aged 8- 19yrs. 'Plus' is to supplement the current programme with food, additional sessions and improve the trip / off site educational visits **- £30k**

Summer Activities

- Programme for young people (5-25 years) of sporting activities and events **- £30k**

Total: £200k

Revised Provision:
There is a focus on bringing back services ‘in house’. There has also been an indication that strategically the Youth Service will be expanding the direct work with young people through universal and targeted provision for children/young people at risk. The delivery of these services will be integrated within the Youth Service.

Risk and Mitigations:	Resources and Implementation:
The current delivery has been well engaged with by young people and would be detrimental if the services were not provided. However, these services will be re-purposed with an integrated Young Tower Hamlets model.	The changes will be implemented within existing resources.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	As this provision will be delivered under the integrated Young Tower Hamlets Youth Service.
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA will be required?	No

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	**Contract Services**

Reference:	SAV / CHI 009 / 23-24	**Savings Category:**	Transformation
Directorate:	Children and Culture	**Savings Service Area:**	Cultural and related services
Directorate Service:	Commissioning & Culture	**Strategic Priority Outcome:**	4. Boosting culture, business, jobs, and leisure
Lead Officer and Post:	Jenny Pittam – Head of Contract Catering Services	**Lead Member and Portfolio:**	Cllr Iqbal Hossain, Cabinet Member for Culture and Recreation

Financial Impact:	Current Budget 2022-23	Savings/Income 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Total Savings/Income
Budget (£000)	683	(119)	-	-	(119)

Staffing Impact (if applicable):	Current 2022-23	FTE Reductions 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	Total FTE Reductions
Employees (FTE)	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

Agency Cost - The budget for Agency staff to cover sickness for 2022/23 is £300k. Since Sept 2022, Contract Services has recruited 25 Float Kitchen Assistant staff (15 hours a week TTO) to provide immediate cover in kitchens for long and short-term sickness, vacancies, training, special leave, leave no pay & bereavement leave. The additional Float employees will reduce the need for agency staff and a **£85k** saving is proposed for 2023-24. There will still be a need for agency staff but not to the same levels prior to employing a Float team. Agency staff are essential to maintain frontline delivery of the school meals service to the high food safety and service standards required.

End of Pay Protection and Compensation
Following Contract Services restructure in October 2021, 40 staff were compensated by being offered a discretionary two-year buy out payment (for difference in salary) due to the reduction of hours. Two employees also received pay protection for grade reductions for two years. Both the buyout and pay protection payments will end in September 2023. At the time of the restructure this represented an annual cost of **£102,607**. However, some of this saving will be offset by the following:

- Staff retirements/resignations therefore payroll saving already realised
- Annual salary increases that has had to be absorbed by the traded service

Taking this into account a mid-year payroll savings from October 2023 of **£15k** is proposed.

Increased charges for Kitchen Equipment Maintenance
In 2019, a contribution to equipment maintenance, repair, ventilation cleaning & Pat/Gas testing was included in the Contract Catering Services SLA. For large schools this was £2,400 per year and for smaller schools/kitchens £1,250. It is proposed to increase these charges to £2,500 and £1,300 respectively for the 2023/24 Catering SLA. Based on the current schools in contract with us this will generate additional income of **£4k.**

New Heavy Equipment School Contribution Charges
Currently schools do not pay for new heavy equipment. Some new heavy equipment is very expensive (dishwasher £15k, Rational or equivalent ovens £10-15K) and once installed immediately becomes a capital asset of the school. We are one of the few catering providers who still pay for new light and heavy equipment. Market standard is that schools pay for new heavy equipment. For the 2023/24 SLA it is proposed to charge schools 50% of the cost new heavy equipment over £1500. Based on current spend this will generate additional income of approximately **£15k** a year.

Stakeholder engagement required for changes to the new annual SLA charges, but the maintenance charges are not being increased by the rate of inflation and the equipment charges will not affect every school.

Revised Provision:
There is no proposed change to service provision for children in schools.

Risk and Mitigations:	Resources and Implementation:
The proposed changes will be closely monitored to ensure that they are both deliverable without any negative impact upon service delivery, and that the savings are realised.	These changes will be implemented within existing resources.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA will be required?	No

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	**Re-commissioning Hostel Support**

Reference:	SAV / HAC 001 / 23-24	**Savings Category:**	Transformation
Directorate:	Health, Adults and Community	**Savings Service Area:**	Adult Social Care
Directorate Service:	Integrated Commissioning	**Strategic Priority Outcome:**	5. Investing in public services
Lead Officer and Post:	Ben Gladstone, Deputy Director Ageing Well Integrated Commissioning	**Lead Member and Portfolio:**	Cllr Gulam Kibria Choudhury, Cabinet Member for Health, Wellbeing and Social Care

Financial Impact:	Current Budget 2022-23	Savings/Income 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Total Savings/Income
Budget (£000)	493	(50)	(100)	(100)	(250)

Staffing Impact (if applicable)**:**	Current 2022-23	FTE Reductions 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	Total FTE Reductions
Employees (FTE)	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

Details to follow.

Risk and Mitigations:

Resources and Implementation:

SAVINGS PROPOSAL

Proposal Title:	**Achieving Cost Efficiencies in Commissioned Packages of Care**

Reference:	SAV / HAC 002 / 23-24	**Savings Category:**	Service reductions
Directorate:	Health, Adults and Community	**Savings Service Area:**	Adult Social Care
Directorate Service:	Adult Social Care	**Strategic Priority Outcome:**	5. Investing in public services
Lead Officer and Post:	Katie O'Driscoll, Director of Adult Social Care	**Lead Member and Portfolio:**	Cllr Gulam Kibria Choudhury, Cabinet Member for Health, Wellbeing and Social Care

Financial Impact:	Current Budget 2022-23	Savings/Income 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Total Savings/Income
Budget (£000)	7,996	(350)	-	-	(350)

Staffing Impact (if applicable):	Current 2022-23	FTE Reductions 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	Total FTE Reductions
Employees (FTE)	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

During the start of the pandemic, the Government introduced the policy 'COVID-19 Hospital Discharge Service Requirements' (March 2020) to support hospital discharge with a model known as Discharge to Assess. The objective of this policy was to ensure that unless required to be in hospital, patients must not remain in an National Health Service (NHS) hospital bed, with patients being discharged within 24 hours from the point of being considered medically optimised. The objective was to free up acute beds so hospitals could respond to the emerging pandemic. At the time, the Government provided funding for those being discharged who required care and support, initially for six weeks then later for four weeks duration. After a four-week period, Adult Social Care had a responsibility to complete a Care Act assessment or review for those who had been discharged and determine their needs for longer term care and support, picking up the funding for this care. The funding from health partners has now ceased for the first 4-6 weeks.

Those patients who were discharged via the Discharge to Assess model, whilst considered medically optimised by health colleagues often remained clinically unwell and therefore had increased needs for care and support. As a result, a lot of patients were discharged with 24-hour packages of care. This was to support them to return home safely to the community and avoid long term residential care placements.

The Government have now adopted the Discharge to Assess model as the current practice model for hospital discharges and embedded this in the Hospital discharge and community support guidance (March 2022). We therefore continue to work to this model.

There are a number of service users in receipt of 24-hour care at home in Tower Hamlets as a result of this model. These packages of care are of significant cost, averaging £3,500 per week.

This savings proposal is to reconsider these packages of care to ensure that service users' needs are appropriately met, the best provider is commissioned at the best rate and service users are supported with other opportunities to meet needs including application of strength based approaches and the use of equipment and assistive technology.
The service currently has 18 packages of care with commissioned providers in receipt of 24-hour care. It is felt that if approached as outlined, these costs could be reduced to meet a more realistic rate for long term care. The current cost of this service provision is £7.996m. It is felt that we would be able to reduce these costs by at least £350k.

Revised Provision:

- Updated Care Act assessments for each service user.
- Application of strength-based assessments, equipment, assistive technology and preventative approaches.
- Revised packages of care at renegotiated rates.

Risk and Mitigations:	Resources and Implementation:
Risks: • No changes are identified to packages of care. Mitigations: • Re-negotiated rates with spot providers.	Review of users and implementation of changes will be carried out within existing resources.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	All assessed needs of residents in this group who have care and support needs will continue to have their needs fully met in line with the Council's duties under the Care Act 2014.
Does the change involve direct impact on front line services?	No	Residents will continue to receive the same level of service but via an alternative provider. Where use of equipment or technology can support meeting assessed needs this will be considered, alongside supporting people to access opportunities available in their community. Service users' needs will continue to be fully met.
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA will be required?	No

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	**Additional Savings Delivery from Existing Programmes**

Reference:	SAV / HAC 003 / 23-24	**Savings Category:**	Transformation
Directorate:	Health, Adults and Community	**Savings Service Area:**	Adult Social Care
Directorate Service:	Adult Social Care	**Strategic Priority Outcome:**	5. Investing in public services
Lead Officer and Post:	Katie O'Driscoll, Director of Adult Social Care	**Lead Member and Portfolio:**	Cllr Gulam Kibria Choudhury, Cabinet Member for Health, Wellbeing and Social Care

Financial Impact:	Current Budget 2022-23	Savings/Income 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Total Savings/Income
Budget (£000)	12,524	(153)	(25)	(25)	(203)

Staffing Impact (if applicable)**:**	Current 2022-23	FTE Reductions 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	Total FTE Reductions
Employees (FTE)	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

In line with our vision for Adult Social Care, we have existing programmes of work that focus on promoting the independence of people with care and support needs. We take a strengths-based approach and support people to live as independently as possible. Two areas of current work – supporting those with mental health needs to live in their own home/supported accommodation and our programme of work to support more independent travel, have both achieved improved outcomes for individuals and savings on social care budgets. Each of these programmes will deliver a small level of further saving in 2022/23.

Supported Accommodation Mental Health – a number of people who previously lived in supported accommodation have been supported to move into their own accommodation as their needs have stabilised/changed. This has freed up spaces for those people whose needs are such that they can move out of residential care into supported living (often returning from an out of borough provision). This work has delivered c170k savings in 2022/23 and we anticipate a further £103k saving will be freed up in 2023/24.

Transport – we have worked with service users to review travel arrangements and have enabled a number of residents who previously used Council transport to day centres etc. to travel more independently. A good example is Independent Travel Training where support is provided to train people to use public transport safely and easily – a number of residents with learning disabilities have been supported in this way and benefit from more choice and control when travelling around the borough. Technology, equipment, voluntary sector services and personal travel budgets have also been used to expand options. At the same time, we have improved processes around commissioning transport that has also achieved savings and efficiencies. £200k has been saved over the last two years and we anticipate the programme will continue to deliver small savings – £50k in 2023/24 and £25k in each of the two years after.

These are existing programmes of work in line with our vision for Adult Social Care and with our strategic priorities in relation to vulnerable people. Statutory duties under the Care Act continue to be met. There are no staffing reductions.

Revised Provision:

Eligible needs under the Care Act continue to be met however the type of support may be different, enabling people to remain as independent as possible.

Risk and Mitigations:

Any changes to care and support follow a review of needs – this ensures that we continue to meet eligible needs under the Care Act.

Resources and Implementation:

These programmes of work are already in place – no additional resources required.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA will be required?	No

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	**Supporting Effective Care in the Home by Reducing the Need for Two Care Workers**

Reference:	SAV / HAC 004 / 23-24	**Savings Category:**	Transformation
Directorate:	Health, Adults and Community	**Savings Service Area:**	Adult Social Care
Directorate Service:	Adult Social Care	**Strategic Priority Outcome:**	8. A council that listens and works for everyone
Lead Officer and Post:	Christine Oates (Service Manager) and Alex Hadayah (Principal Therapist)	**Lead Member and Portfolio:**	Cllr Gulam Kibria Choudhury, Cabinet Member for Health, Wellbeing and Social Care

Financial Impact:	Current Budget 2022-23	Savings/Income 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Total Savings/Income
Budget (£000)	31,352	(40)	(40)	(40)	(120)

Staffing Impact (if applicable):	Current 2022-23	FTE Reductions 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	Total FTE Reductions
Employees (FTE)	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

Evidence, including from a previous project within Tower Hamlets, shows that people with care and support needs can be supported well at home without the need for two care workers at one visit (known as “double handed care”), if appropriate training, equipment and support are in place. Through Covid and changes to hospital discharge arrangements, the number of people being supported with two care workers per visit has increased. There is an opportunity to review packages and change the support arrangements that then enables one care worker to attend each visit. This project identifies a group of service users where care can be reviewed and changes made. The project will also re-look at our practice guidance and training to ensure that any further use of “double handed care” is exceptional. This work is aligned to our strengths-based practice approach and the Adult Social Care transformation programme.

The proposal requires a renewed focus on reviewing care packages where double handed care is in place in the four locality teams. The intention would be to reduce support to single handed care provision, where possible, through the existing annual review of care and support packages and equipment needs. In order to achieve savings, a focus on incoming referrals for an Occupational Therapy assessment and review of cases post installation of an adaptation will also be required.

Revised Provision:

This saving will improve dignity of care for service users as the care provider, if one remains in place, will be focussed on service user needs more directly.
A previous pilot has informed an opportunity to achieve cost savings in the delivery of care and support by changing double handed care provision to single handed care provision – this has been a continuous programme.

Risk and Mitigations:

Risk of duplication in relation to Technology Enabled Care project and overlap of savings.
If all cases of double handed care are reviewed and have been previously assessed by an OT then the savings target is unlikely to be met.

Mitigation strategies are to revise/clarify criteria for other linked projects to avoid duplication.

Resources and Implementation:

This is a General Fund saving and will be implemented within existing staff resources.
Implementation:

- Timeline and activities required by month.
- Staff have already received Single Handed care training.
- Cases to be allocated for Occupational Therapy assessment and/or annual review and outcomes recorded where reductions are achieved.
- Care and Support Plan Assurance Meeting oversight – ensuring all cases presented have been considered for single handed care.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	Yes	This is a positive change which has the potential to improve dignity of care provided for service user resulting in improved user satisfaction. All needs will continue to be meet in line with statutory duties.
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA will be required?	No

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	**Health, Adults and Community Vacancy Factor**

Reference:	SAV / HAC 005 / 23-24	**Savings Category:**	Employees
Directorate:	Health, Adults and Community	**Savings Service Area:**	Central services
Directorate Service:	Adult Social Care, Community Safety, Integrated Commissioning, and Public Health	**Strategic Priority Outcome:**	5. Investing in public services
Lead Officer and Post:	Denise Radley, Corporate Director (Health, Adults & Community)	**Lead Member and Portfolio:**	Cllr Gulam Kibria Choudhury, Cabinet Member for Health, Wellbeing and Social Care and Cllr Ohid Ahmed, Cabinet Member for Safer Communities

Financial Impact:	Current Budget 2022-23	Savings/Income 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Total Savings/Income
Budget (£000)	30,150	(603)	-	-	(603)

Staffing Impact (if applicable):	Current 2022-23	FTE Reductions 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	Total FTE Reductions
Employees (FTE)	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

Proposed to attach a vacancy factor of 2% to all salary budgets in Health, Adults & Community for 2023/24 where budgets are not funded via grant funding, partner contributions or subject to growth bids.

Division	**Vacancy Factor to be Achieved £'000**
Adult Social Care	435
Community Safety	60
Integrated Commissioning	63
Public Health	45
Total HA&C	**603**

Revised Provision:

Vacancy factor to be delivered by either holding of vacant posts or reducing agency to achieve divisional targets set.

Risk and Mitigations:

Vacancy factor cannot be delivered by a division due to service pressures. Mitigation – additional delivery in another division.

Resources and Implementation:

This is a General Fund saving and will be implemented within existing resources.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	Yes	There may be some impact/reduction of resources that impact front line services.
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	Yes	Vacancy factor will be applied to vacant posts and agency staffing.
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA will be required?	No

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	**Commissioned care and support savings for existing users following Reablement Service intervention**

Reference:	SAV / HAC 006 / 23-24	**Savings Category:**	Transformation
Directorate:	Health, Adults and Community	**Savings Service Area:**	Adult Social Care
Directorate Service:	Reablement Service	**Strategic Priority Outcome:**	5. Investing in public services
Lead Officer and Post:	Paul Swindells, Service Manager Anastasia Boulis, Team Manager	**Lead Member and Portfolio:**	Cllr Gulam Kibria Choudhury, Cabinet Member for Health, Wellbeing and Social Care

Financial Impact:	Current Budget 2022-23	Savings/Income 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Total Savings/Income
Budget (£000)	31,352	(250)	(200)	(150)	(600)

Staffing Impact (if applicable):	Current 2022-23	FTE Reductions 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	Total FTE Reductions
Employees (FTE)	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

The Reablement Service will work collaboratively with key operational teams across Adult Social Care to increase the number of referrals to Reablement following the annual review. Service users, across all primary support reason categories, in receipt of a pre-existing Care and Support plans will be identified through the annual care and support plan review process across all Adult Social Care operational teams. The target service user cohort will be those who meet the criteria for Reablement Service input and will need to be identified by key workers as having the potential to increase or improve their current levels of activities of daily living, participation or independence through a short term (up to 6 weeks) reablement / rehabilitation approach and programme.

Data for 2021-22 indicates low referral volumes from Locality Teams – approximately 3 per month; this has been a general trend since 2019 but was exacerbated by the significant disruption associated with the Covid pandemic and is further impacted by longer waits for reviews within the Locality Teams. The project will seek to increase the referral volumes by 120 people in the first year, across the 4 Locality Teams.

The opportunity for commissioning savings is dependent on the identification and timely referral of people in receipt of an annual review from the operational Adult Social Care teams to the Reablement Service. Once referred the service users will be allocated to a designated Reablement Occupational Therapist within a week to work/assess collaboratively with the service user, their family, and the key worker (social worker) to identify and work towards independence goals.

The Reablement Service will use a range of interventions to provide opportunities to reduce risk, dependency on 'care', and improve the person's participation in day-to-day tasks and activities. The Reablement Service will also provide objective analysis and feedback to the key worker to assist in a reassessment of user need and risk in line with Care Act (strength based) principles and assist in managing user and family expectation about how support is provided, and how much could be reasonably provided to keep the person safe and achieve the care act outcomes identified within their care and support plan.

Revised Provision:

There are no proposed changes to the requirement for support to be provided by the Council to the target user group, they are residents in receipt of existing support packages some of whom may have complex and high dependency needs, it is envisaged that the Council will continue to provide support to this vulnerable user group as the majority may still have clearly identified Care Act eligible needs, however it is envisaged that the levels of support may be adjusted (reduced) as a result of the Reablement Service assessment and input.

The model will encourage greater user participation in their activities of daily living, maximising their abilities where gains can be made, and supporting users and their support networks to explore alternative ways of meeting need, and recommending proportional support to maintain well-being, safety, and the ability to meet care act outcomes that are important to the user.

Risk and Mitigations:

Success of project is dependent upon the identification of service users with the potential to increase their levels of independence by Social Workers in the operational teams (and the management staff within the operational teams having scrutiny and oversight). Briefings and support for the operational teams in case identification will be provided by the project and dedicated resource deployed.

There may be user/family resistance to participation in a reablement preventative approach and a level of high user expectation and habitual behaviour which may prevent gains in independence being made, or barriers to change (Reablement therapist will work collaboratively with the key worker to manage expectations and encourage user change including consistent implementation of LBTH Usual Cost Guidance 2020).

The services priorities may change or resources may be depleted or redeployed to other areas within Adult Social Care if there are challenges related to Winter Pressures or further waves of Covid-19.

Resources and Implementation:

Project will be delivered within existing resources across operational key teams (social worker) and the Reablement Service (occupational therapist and reablement officers).

Business support officer support to manage data collection and financial tracker.

Finance partner support for savings and data verification plus monthly monitoring and review.

Planning, engagement, and processes put in place from Jan-Mar 2023.

Implementation planned from April 2023.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	The change involves supporting practitioners and users/residents to access free time limited (up to 6 weeks) preventative rehabilitative services offered by the Council to promote independence and strength-based approaches to meeting needs, including looking more flexibly at how eligible needs can be met in more a cost-effective way. Assessed needs will continue to be fully met.
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA will be required?	No

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	**Deletion of Vacant Manager Post**

Reference:	SAV / HAC 007 / 23-24	**Savings Category:**	Employees
Directorate:	Health, Adults and Community	**Savings Service Area:**	Adult Social Care
Directorate Service:	Mental Health	**Strategic Priority Outcome:**	5. Investing in public services
Lead Officer and Post:	Sophia-Maria Andreas, Service Manager CMHT	**Lead Member and Portfolio:**	Cllr Gulam Kibria Choudhury, Cabinet Member for Health, Wellbeing and Social Care

Financial Impact:	Current Budget 2022-23	Savings/Income 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Total Savings/Income
Budget (£000)	110	(60)	-	-	(60)

Staffing Impact (if applicable):	Current 2022-23	FTE Reductions 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	Total FTE Reductions
Employees (FTE)	2	(1)	-	-	(1)

Proposal Summary:

The proposal is to delete the vacant Team Manager post in the Housing Link Team and move the remaining team member, the Housing Link Worker, into the Bethnal Green Neighbourhood Mental Health Team (East London Foundation Trust team name terminology). Since the end of the 2020 the Housing Link Team Manager post has been vacant, and the service offered by the Housing Link Team has successfully been provided by the x 1 Housing Link Worker, who has continued to meet the needs of service users.

The Housing Link Team primarily offer support to homeless or insecurely housed service users on the inpatient wards at the Tower Hamlets Centre for Mental Health. The Housing Link Team undertake the initial screening, offer housing related advice and guidance and, where appropriate, link the person into the relevant Housing Department. The Housing Link Team also work with a small number of service users in the community who are experiencing issues with their housing. The service users in the community are mainly referred to the Housing Link Team by the Neighbourhood Mental Health Teams.

Since 2021 the Tower Hamlets Housing Options Team have employed a Housing Hospital Discharge Coordinator who has dramatically reduced the Housing Link Teams workload. Under Transformation agenda East London Foundation Trust (ELFT) has also employed Community Connectors who are able to deal with most of the housing related issues within the Neighbourhood Mental Health Teams. There are also several other services within Tower Hamlets that offer housing related support to service users experiencing mental health problems within the borough (e.g. Hestia, Look Ahead and MIND).

The following stakeholders would need to be consulted:

- Housing Link Worker
- ELFT
- Bethnal Green Neighbourhood Mental Health Team, including the Operational Lead
- Housing Options Team
- Neighbourhood Mental Health Teams

Revised Provision:

The proposal is to delete the vacant Team Manager post in the Housing Link Team and move the remaining team member, the Housing Link Worker, into the Bethnal Green Neighbourhood Mental Health Team (East London Foundation Trust team name terminology). Since the end of the 2020 the Housing Link Team Manager post has been vacant, and the service offered by the Housing Link Team has successfully been provided by the x 1 Housing Link Worker, who has continued to meet the needs of service users.

If the proposal is accepted the Housing Link Worker will be embedded in the Bethnal Green Neighbourhood Mental Health Team under the same Operational Lead who manages the Supportive Living pathway and Accommodation Strategy Team. Consequently, the Housing Link Worker will be managed and working alongside colleagues who can offer cover when they are absence and who will be able to provide them with enhanced support, guidance and quick access to other parts of the mental health housing pathway.

If the proposal is accepted the Housing Link Worker will be able to continue to provide the current level of support, especially to the inpatient wards at the Tower Hamlets Centre for Mental Health. If embedded in the Bethnal Green Neighbourhood Mental Health Team Housing Link Worker will also be able to work more closely with the community connectors across the Neighbourhood Mental Health Teams offering them specialist housing related advice and guidance. The Housing Link Worker would also be able to joint work with the Community Connectors on a small number of cases with complex housing issues.

There are several other third sector services within Tower Hamlets that offer housing related support to service users experiencing mental health problems within the borough (e.g. Hestia, Look Ahead and MIND) who mental health service users with housing issues in the community have been signposted to after the Housing Link Team largely redirected their energies on homeless services users at the Tower Hamlets Centre for Mental Health.

Risk and Mitigations:

Risks:

- Discharges for Tower Hamlets Centre for Mental Health become delayed
- Neighbourhood Mental Health Teams struggle to get the expert advice and guidance that they need for services user in the community with housing related issues

Mitigations:

- Tower Hamlets Housing Options Team have employed a Housing Hospital Discharge Coordinator who has dramatically reduced the Housing Link Teams workload
- East London Foundation Trust has also employed Community Connectors who are able to deal with the Neighbourhood Mental Health Team's. There are also several other services within Tower Hamlets that offer housing related support to service users experiencing mental health problems within the borough (e.g. Hestia, Look Ahead and MIND).

Resources and Implementation:

Implementation:

- Stakeholder Consultation
- Staff consultation
- Final proposal presented to Adult Social Care Senior Management Team / Directorate Leadership Team

If proposal is accepted:

- Housing Link Worker moves into Neighbourhood Mental Health Team
- Housing Link Workers salary moves into the relevant Neighbourhood Mental Health Team budget
- Communications about closure/change to service provision
- Housing Link offices at Mile End Hospital emptied and returned to BARTS Estates

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	Since the inception of the Housing Link team, several housing related support offers are available alongside the existing Link Worker in supporting people with their housing related needs.
Does the change involve direct impact on front line services?	No	As above.
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	Post is currently vacant.
Does the change involve a redesign of the roles of staff?	Yes	The staff member impacted will continue in their role and move to be line managed by another team manager.

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA will be required?	No

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	**Post reduction in the Deprivation of Liberty Safeguards (DoLS) Team**

Reference:	SAV / HAC 008 / 23-24	**Savings Category:**	Employees
Directorate:	Health, Adults and Community	**Savings Service Area:**	Adult Social Care
Directorate Service:	Deprivation of Liberty Safeguards Team	**Strategic Priority Outcome:**	5. Investing in public services
Lead Officer and Post:	Gillian Beadle-Phelps, Service Manager for Initial Assessment, DoLS and Telecare	**Lead Member and Portfolio:**	Cllr Gulam Kibria Choudhury , Cabinet Member for Health, Wellbeing and Social Care

Financial Impact:	Current Budget 2022-23	Savings/Income 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Total Savings/Income
Budget (£000)	643	(58)	-	(58)	(116)

Staffing Impact (if applicable):	Current 2022-23	FTE Reductions 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	Total FTE Reductions
Employees (FTE)	10	(1)	-	(1)	(2)

Proposal Summary:

Reduction in numbers of full time equivalent posts in the Deprivation of Liberty team is possible with view to the changes that will be made to processes under the implementation of Liberty Protection Safeguards. A saving of one post is possible now due to several part-time contracts allowing for one full time equivalent vacancy to be made as a saving. Although savings against staffing do not meet any specific strategic aim, Liberty Protection Safeguard meets a statutory duty and can be achieved with a reduced post. A staff consultation at this stage does not appear to be required, as the saving for 23-24 does not result in any job losses. The team continues to work effectively and efficiently with the current vacancy and meeting all requirements for assessments.

Revised Provision:

The saving proposed for next year does not lead to new models of service delivery nor does it change the support given to the current client group.

Risk and Mitigations:

Risks associated with these savings are that the demand for Deprivation of Liberty prior to Liberty Protection Safeguards implementation will increase, requiring more staffing provision. Trends from previous years suggest this is unlikely, however.

A further risk is that the workforce modelling for Liberty Protection Safeguards implementation does not sufficiently meet demand. In which case, additional demand will need to be absorbed by all practice teams across adult social care.

Resources and Implementation:

This is a general fund saving solely against the staffing budget. No preparatory work is required. The staffing budget can be reduced by £58,363 from April 2023 and by a further £58,363 from April 2025.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	Service user needs for assessments under the Deprivation of Liberty Safeguards will continue to be undertaken.
Does the change involve direct impact on front line services?	No	As above. The change reduces the resources available to adult social care for staffing but does not materially affect the front line because the service is meeting demand well within resources currently. Service users will notice no difference in service at all.
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	As set out above. A reduction in funds for staffing only, not a reduction in physical employees.
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA will be required?	No

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	**Cost Reduction – Learning Disability Supported Living Scheme**

Reference:	SAV / HAC 009 / 23-24	**Savings Category:**	Transformation
Directorate:	Health, Adults and Community	**Savings Service Area:**	Adult Social Care
Directorate Service:	Integrated Commissioning	**Strategic Priority Outcome:**	5. Investing in public services
Lead Officer and Post:	Denise Radley, Corporate Director (Health, Adults & Community)	**Lead Member and Portfolio:**	Cllr Gulam Kibria Choudhury , Cabinet Member for Health, Wellbeing and Social Care and Cllr Ohid Ahmed, Cabinet Member for Safer Communities

Financial Impact:	Current Budget 2022-23	Savings/Income 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Total Savings/Income
Budget (£000)	647	(69)	-	-	(69)

Staffing Impact (if applicable)**:**	Current 2022-23	FTE Reductions 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	Total FTE Reductions
Employees (FTE)	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

Background: There is a project currently underway to deregister Huddlestone Close from a 6 bedspace Residential Care Home to a 6 bedspace Supported Living scheme. CQC have given their approval to the deregistration from 1 November 2022. As a result of the deregistration there will be a cost reduction to the placement packages for the existing service users from this date as the rental costs will be met through Housing Benefit (HB). In support of the HB applications, there is a requirement to go through Court of Protection for signing of the tenancy agreements for 4 of the existing service users. There will be no reduction in the level of service or support as a result of the deregistration. This project will aim to implement the cost reduction of £68,920 per anuum generated by the deregistration of Huddlestone Close on 31st December 2022.

The deregistration of Huddlestone Close contributes to two Strategic Priorities. Priority 2 Homes for the Future - empowering tenants and Priority 5 Invest in public services – providing high quality services for adults to achieve their goals and live independently. The deregistration also meets the Borough's aim of providing supported living as an alternative to residential care.

The Local Authority will continue to have a duty of care for individuals within the service who will continue to receive support based their assessed need.

Following deregistration the cost of providing food and rent will no longer be met through the placement cost. Consequently, the annual cost for delivering a supported living service at Huddlestone Close will be reduced from its current cost of £647,124 to £578,204 per annum. This will deliver a full year saving of £68,920. A revised cost schedule/budget for providing the service minus the food and rent costs has been produced by the service provider.

Stakeholder involvement was undertaken with service users, family members and advocates before, during and after deregistration process and was a key requirement for CQC's deregistration process. Consultation occurred via face to face and online meetings, letters, telephone calls and easy read documents.

Revised Provision:

As a supported living scheme services users will continue to receive the same level of support. However, they will need to be supported to claim benefits such as Housing Benefit, Universal Credit or Personal Independent Payment, pay their rent, purchase their food and, where service users are able, to prepare their meals.

Supported Living schemes promote greater independence. Service users at Huddlestone Close will have increased security of tenure as they will be issued with a Tenancy Agreement and not Licence Agreements. This will give service users more rights in their home and what happens in it e.g. they cannot be asked to leave without a reason and approval from the court, they have a say in changes to the scheme e.g. colour of their bedroom. Service users will also have choice and control over who provides their support, as their support will no longer be linked to their accommodation.

Risk and Mitigations:	Resources and Implementation:
The cost reductions have been calculated based on the current placement costs. Any change in the support needs of the existing service users could either increase or decrease the overall savings projection.	Existing resources of Brokerage Officer time will be used to upload changes onto Mosaic.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA will be required?	No

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	Purchasing Efficiencies – Opiate Substitutes

Reference:	SAV / HAC 010 / 23-24	**Savings Category:**	Transformation
Directorate:	Health, Adults and Community	**Savings Service Area:**	Public Health
Directorate Service:	Integrated Commissioning	**Strategic Priority Outcome:**	5. Investing in Public Services
Lead Officer and Post:	Carrie Kilpatrick, Deputy Director Mental Health, Learning Disabilities and Substance Misuse, Integrated Commissioning	**Lead Member and Portfolio:**	Cllr Gulam Kibria Choudhury, Cabinet Member Health, Wellbeing and Social Care

Financial Impact:	Current Budget 2022-23	Savings/Income 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Total Savings/Income
Budget (£000)	3,716	(80)	-	-	(80)

Staffing Impact (if applicable):	Current 2022-23	FTE Reductions 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	Total FTE Reductions
Employees (FTE)	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

The substance misuse treatment providers prescribe medicines as part of the treatment offered to service users with Opiate dependency. Currently medics prescribe Buprenorphine and Methadone for Opiate Substitution Therapy (OST). Those costs for these medications for a Q4 2021 amounted to:

- £38,804 (Buprenorphine)
- £32,928 (Methadone)
- Total **£71,732**

There are alternatives (Espranor and Physeptone respectively) to these medications which we are currently unable to prescribe as they are not on the current Integrated Care Board (ICB) Formulary. If we were able to prescribe these alternatives, the costs for the same period Q4 2021 would have been:

- £22,530 (Espranor)
- £17,319.85 (Physeptone)
- Total **£39,849**

Potential saving on the quarter of approximately **£31,000** per quarter.

In the past we have tried to get both of these medications onto the ICB formulary but have been unsuccessful. The push back came in the most part from primary care. Since our past attempt to have these medicines made available, they have become available within all London Boroughs including Hackney which the ICB covers. We intend to represent a request to the Medicines Management Committee. We feel it would be difficult to refuse given the inclusion in other boroughs.

This is a potential saving of between £80,000 - £120,000 for 2023/24. **As this is a clinical issue/question, ultimately the decision to either include medicines on the formulary or not sits with the Medicines Management Committee.**

Risk and Mitigations:

We have been unsuccessful in the past on getting these medicines on the ICB formulary so there is a high risk.

The savings proposal will not be delivered without agreement by the Medicines Management Committee and through the partnership arrangements with the ICB.

Resources and Implementation:

This would be achieved within existing resources.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA will be required?	No

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	**Improving Community Safety - Income generated in the Safer Neighbourhood Operations Service**

Reference:	SAV / HAC 011 / 22-23	**Savings Category:**	Income generation
Directorate:	Health, Adults and Community	**Savings Service Area:**	Community Safety
Directorate Service:	Community Safety	**Strategic Priority Outcome:**	6. Empowering communities and fighting crime
Lead Officer and Post:	Keith Stanger, Head of Safer Neighbourhood Operations	**Lead Member and Portfolio:**	Cllr Ohid Ahmed, Cabinet Member for Safer Communities

Financial Impact:	Current Budget 2022-23	Savings/Income 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Total Savings/Income
Budget (£000)	-	(40)	(40)	(40)	(120)

Staffing Impact (if applicable):	Current 2021-22	FTE Reductions 2022-23	FTE Reductions 2023-24	FTE Reductions 2024-25	Total FTE Reductions
Employees (FTE)	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

The Community Safety Division is responsible for working in partnership with the police and partners to tackling anti-social behaviour and low-level crime on the streets of Tower Hamlets. The Tower Hamlets Enforcement Officers (THEOs) tackle a broad range of low-level Anti-Social Behaviour offences that significantly impact on our resident's quality of life. The THEOs provide a valuable uniformed presence to patrol our streets and work closely with the Police. They provide visible reassurance. They also provide focused deterrence by taking enforcement action where appropriate against those individuals committing offences. Individuals are issued with fixed penalty notices (FPNs). It is proposed that through an improved model of working, we will deliver more deterrence through better use of technology. This increased revenue can be used to offset savings the council is required to find over the coming years.

Revised Provision:

An increased focus on key anti-social behaviour hotspots, those individuals causing most harm, improved use of technology and a more robust performance regime, will ensure that this is achieved.

Risk and Mitigations:

The mitigation is to ensure a renewed focus on utilising every power available to officers, including FPNs, where appropriate to help tackle ASB.

Resources and Implementation:

Roll out of the new Liberator system to streamline the back office function and allow front line officers to spend more time patrolling the streets.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA will be required?	No

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	**Reduction of Public Health contingency funding**

Reference:	SAV / HAC 012 / 23-24	**Savings Category:**	Running Costs
Directorate:	Health Adults Community	**Savings Service Area:**	Public Health
Directorate Service:	Public Health	**Strategic Priority Outcome:**	5. Investing in public services
Lead Officer and Post:	Somen Banerjee, Director of Public Health	**Lead Member and Portfolio:**	Cllr Gulam Kibria Choudhury , Cabinet Member for Health, Wellbeing and Social Care

Financial Impact:	Current Budget 2022-23	Savings/Income 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Total Savings/Income
Budget (£000)	576	(500)	-	-	(500)

Staffing Impact (if applicable)**:**	Current 2022-23	FTE Reductions 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	Total FTE Reductions
Employees (FTE)	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

1. The Public Health grant allocation from Department of Health & Social Care for 21/22 was £36,350,494.
2. As part of the financial management of this grant allocation a contingency of £576,217 is held (1.5%) – particularly for unforeseen demand led fluctuations in the budget.
3. In the context of the financial pressures on the council as a whole, it is proposed to substitute £500,000 of general funding into the public health grant.
4. These would be substitutions that meet the national criteria requirements for public health grant funding.

Note – as this is grant funding the proposal is to enable substitution of general fund activity into the public health grant.

Revised Provision:

More general funded provision within public health grant (to value of £500,000).

Risk and Mitigations:

Risks:

1. We don't yet know the 2023-24 national settlement for the Public Health Grant.
2. The reduction of contingency increases the risk of cost pressures on the Public Health Grant in the context of demand led services (eg sexual health in the context of demographic growth)
3. As the grant is scrutinised externally, there may be additional audit of the use of the Public Health Grant

Mitigations:

1. If there is a significant reduction in the Public Health Grant the savings may need to come from elsewhere
2. Ongoing monitoring and forecasting of Public Health Grant with focus on demand led services (particularly sexual health)
3. Director of Public Health oversight to provide evidence that substitutions are delivering public health outcomes (for internal and external transparency)

Resources and Implementation:

None.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA will be required?	No

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	**Reduction of non-staff costs – Public Health**

Reference:	SAV / HAC 013 / 23-24	**Savings Category:**	Running costs
Directorate:	Health Adults Community	**Savings Service Area:**	Public Health
Directorate Service:	Public Health	**Strategic Priority Outcome:**	5. Investing in public services
Lead Officer and Post:	Somen Banerjee, Director of Public Health	**Lead Member and Portfolio:**	Cllr Gulam Kibria Choudhury , Cabinet Member for Health, Wellbeing and Social Care

Financial Impact:	Current Budget 2022-23	Savings/Income 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Total Savings/Income
Budget (£000)	300	(150)	-	-	(150)

Staffing Impact (if applicable):	Current 2022-23	FTE Reductions 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	Total FTE Reductions
Employees (FTE)	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

Non staff costs in public health cover funding for evaluation programmes, training, material to support community engagement programmes and bespoke public health intelligence.

As the council strengthens its core research function (supported by additional grant funding) it will become less necessary to commission evaluation and intelligence work externally.

It is therefore proposed to reduce this allocation further (it has been reduced in previous rounds of savings).

Note – as this is grant funding the proposal is to enable substitution of general fund activity into the public health grant.

Revised Provision:

Inhouse provision of evaluation, research and bespoke public health intelligence (developed through the enabling functions review).

Risk and Mitigations:

Risks: Unevaluated programmes mean a lack of evidence base to drive improvement

Mitigations: Evaluation and research capacity integrated into enabling functions

Resources and Implementation:

Implementation of plans to develop research and evaluation in the council

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA will be required?	No

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	**Optimisation of local delivery of sexual health provision**

Reference:	SAV / HAC 014 / 23-24	**Savings Category:**	Transformation
Directorate:	Health, Adults and Community	**Savings Service Area:**	Public Health
Directorate Service:	Public Health	**Strategic Priority Outcome:**	5. Investing in public services
Lead Officer and Post:	Somen Banerjee, Director of Public Health	**Lead Member and Portfolio:**	Cllr Gulam Kibria Choudhury, Cabinet Member for Health, Wellbeing and Social Care

Financial Impact:	Current Budget 2022-23	Savings/Income 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Total Savings/Income
Budget (£000)	5,463	(100)	-	-	(100)

Staffing Impact (if applicable):	Current 2022-23	FTE Reductions 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	Total FTE Reductions
Employees (FTE)	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

1. Provision of clinical sexual health services is a mandatory requirement of the Public Health Grant
2. This service is demand led and the borough is required to fund services received by Tower Hamlets residents anywhere in the country
3. Most of the provision is through the Royal London Hospital and other London Providers such as Chelsea and Westminster and the Homerton
4. There is a block contract arrangement with the Barts Health for provision in Whitechapel
5. Due to these contractual arrangements, it is generally more cost effective for provision to be local rather than to other London providers
6. Working with neighbouring boroughs, we have developed a programme with Barts Health to optimise local provision
7. By doing this, we expect overall costs of provision to fall as a higher proportion of residents use local services (Barts Health + Other Providers)

Note – as this is grant funding the proposal is to enable substitution of general fund activity into the public health grant

Revised Provision:

Cost of other London providers (currently £2.5m to fall to £2.4m)

Risk and Mitigations:

Risks:

1. We don't yet know the 2023-24 settlement for the Public Health Grant
2. There are uncertainties around demand for sexual health services (post Covid, population growth)
3. Sexual health provision being moved out of the Whitechapel site would make it difficult to enable residents to use local services optimally

Mitigations:

1. If there is a significant reduction in the Public Health Grant the savings may need to come from elsewhere
2. If there are significant increases to the sexual health demand over and above current trends, the savings may need to come from elsewhere
3. There are ongoing discussions with Barts and the Department of Health around planning obligations to reprovide sexual health services on the Whitechapel site

Resources and Implementation:

Implementation:

- The optimisation programme is being implemented following discussion between commissioners in North East London and Barts and is expected to be in place for the start of the financial year

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA will be required?	No

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	**Using Section 106 funding to fund Housing Supply Team**

Reference:	SAV / PLA 001 / 23-24	**Savings Category:**	Income generation
Directorate:	Place	**Savings Service Area:**	Cultural and related services
Directorate Service:	Housing Regeneration	**Strategic Priority Outcome:**	2. Providing homes for the future
Lead Officer and Post:	Rupert Brandon, Head of Housing Supply	**Lead Member and Portfolio:**	Cllr Kabir Ahmed, Cabinet Member for Regeneration, Inclusive Development and Housebuilding

Financial Impact:	Current Budget 2022-23	Savings/Income 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Total Savings/Income
Budget (£000)	1,564	(50)	-	-	(50)

Staffing Impact (if applicable):	Current 2022-23	FTE Reductions 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	Total FTE Reductions
Employees (FTE)	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

The Housing Supply team works with Planning to identify suitable sites and levels of contribution for off-site Section 106 payment (cash) in lieu (PIL), thereafter it progresses and programmes these either for the development of directly provided Council homes or by funding housing association partners. The funding will be taken from the existing off-site developer contributions to pay for staffing costs for the work involved in this process. It is estimated that one post can be funded via the contribution.

Revised Provision:

This would provide additional income to the team to cover staff costs involved in the above.

Risk and Mitigations:

No significant risks identified.

Resources and Implementation:

This General Fund saving will be achieved within existing resources.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	It will enable external funding to be applied.
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA will be required?	No

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	**Pest Control Charges uplift for Tower Hamlets Homes**

Reference:	SAV / PLA 002 / 23-24	**Savings Category:**	Income generation
Directorate:	Place	**Savings Service Area:**	Central services
Directorate Service:	Environmental Health and Trading Standards	**Strategic Priority Outcome:**	7. Working towards a clean and green future
Lead Officer and Post:	David Tolley, Head of Environmental Health and Trading Standards	**Lead Member and Portfolio:**	Cllr Kabir Hussain, Cabinet Member for Environment and Climate Emergency

Financial Impact:	Current Budget 2022-23	Savings/Income 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Total Savings/Income
Budget (£000)	(365)	(65)	-	-	(65)

Staffing Impact (if applicable)**:**	Current 2022-23	FTE Reductions 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	Total FTE Reductions
Employees (FTE)	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

The Pest Control Service consists of 14 posts and offers primarily a domestic pest control services to residents, which is funded by the Registered Social Landlords that have bought into the service via an agreed Service Level Agreement. A paid for service is also offered to residents that fall outside the scope of the Service Level Agreements. The Social Landlords that buy into our services are charged a fixed fee per dwelling unit. Some Social Landlords will include leaseholders within this arrangement, others may not.

Tower Hamlets Homes currently have a service level agreement with the Pest Control Team but have paid under the individual unit rate that is charged to the Social Landlords – this has been an historical arrangement.

It is proposed that Tower Hamlets Homes should be charged the same unit rate per dwelling as other Social Landlords. This would increase the annual commitment to the Pest Control Team by £65,384.

Revised Provision:

The Pest Control provision would remain unchanged, however there would be a budgetary increase for Tower Hamlets Homes.

Risk and Mitigations:

Tower Hamlets Homes may decide to reduce services elsewhere to fund this uplift or decide to not use the Pest Control Service.

Resources and Implementation:

There are no additional resources required as this work is already undertaken.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA will be required?	No

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	**Planning and Building Control General Fund Income**

Reference:	SAV / PLA 003 / 23-24	**Savings Category:**	Income generation
Directorate:	Place	**Savings Service Area:**	Planning and development services
Directorate Service:	Planning and Building Control	**Strategic Priority Outcome:**	2. Providing homes for the future
Lead Officer and Post:	Jennifer Peters, Director of Planning and Building Control	**Lead Member and Portfolio:**	Cllr Kabir Ahmed, Cabinet Member for Regeneration, Inclusive Development and Housebuilding

Financial Impact:	Current Budget 2022-23	Savings/Income 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Total Savings/Income
Budget (£000)	11,553	(40)	-	-	(40)

Staffing Impact (if applicable):	Current 2022-23	FTE Reductions 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	Total FTE Reductions
Employees (FTE)	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

Planning and Building Control (P&BC) division has circa 145 posts and is effectively a business unit.

It is funded primarily by income, around 85% of all costs with the balance coming from the general fund. There has been a process of moving from GF to income over the last ten years. Many of these sources of income are ring-fenced and how they can be spent is tightly controlled.

The division in 2021-22 – through its income generation, fees, CIL and s106 – brought in £33 for every £1 spent. An exceptional value for money ratio at 33:1, plus affordable housing, jobs and all the development value, uses and opportunities the investment brings. 2022-23 is anticipated to be at a similar level.

We have examined our fees and charges for the year 2022-23 and increased them for 2023-24 in a number of areas and continue to explore future fees and charges to cover more of the costs of the division.

Income levels will depend on the state of the economy and level of development happening in the borough. Current economic uncertainty suggests that there may be a slowdown in activity, which could impact all the different areas of the service (fewer applications would impact the income in DM, a slow-down in construction and start on sites would impact Building Control and CIL and S106 income and later in the process street naming and numbering for example).

There are also areas of expenditure that can fluctuate quite considerably and not necessarily budgeted for, such as defending appeals.

This makes reducing the limited general fund received by the division risky, however looking at the posts in the team that are currently funded by general fund and an analysis of those roles against the different income pots and current and potential future income, it is estimated that £40k could be removed from the general fund.

Revised Provision:

As long as income holds, this will not lead to a change in provision of services.

Risk and Mitigations:	Resources and Implementation:
Currently additional income above what is required to fund the establishment is used to fund costs of appeals and Judicial Reviews. This is an area of cost that can fluctuate quite significantly depending on decisions made. It is suggested that a Planning and Building Control reserve is set up to capture any additional income that over time could be used to pay for such outgoings. This would also help buffer the general development fluctuations that mean year on year income can be highly variable. In the meantime, it is considered that if there is an overspend due to the cost of appeals and Judicial Reviews, this should be covered by a corporate budget.	This will be implemented within existing resources.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA will be required?	No

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	**Change of funding for School Crossing Patrol (SCP)**

Reference:	SAV / PLA 004 / 23-24	**Savings Category:**	Income generation
Directorate:	Place	**Savings Service Area:**	Highways and transport
Directorate Service:	Parking	**Strategic Priority Outcome:**	7. Working towards a clean and green future
Lead Officer and Post:	Michael Darby, Head of Parking, Mobility & Market Services	**Lead Member and Portfolio:**	Cllr Kabir Hussain, Cabinet Member for Environment and Climate Emergency

Financial Impact:	Current Budget 2022-23	Savings/Income 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Total Savings/Income
Budget (£000)	113	(113)	-	-	(113)

Staffing Impact (if applicable):	Current 2022-23	FTE Reductions 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	Total FTE Reductions
Employees (FTE)	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

School crossing patrol are provided at priority sites where children are in danger from road traffic when walking to and from school. This is not necessarily directly outside a school but could be anywhere on a busy route. There are currently 21 posts which are general fund, one post is funded by a school – proposal is to swap funding from General Fund to Parking Account There are currently 19 (A) sites with two floating SCP officers working at a (B) site until cover is needed.

Revised Provision:

There is no change to level of provision proposed through this saving.

Risk and Mitigations:

No risks identified.

Resources and Implementation:

This will be implemented within existing resources.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA will be required?	No

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	**Removal of Development Officer Vacant Post**

Reference:	SAV / PLA 005 / 23-24	**Savings Category:**	Employees
Directorate:	Place	**Savings Service Area:**	Housing (General Fund)
Directorate Service:	Housing Regeneration	**Strategic Priority Outcome:**	2. Providing homes for the future
Lead Officer and Post:	Rupert Brandon, Head of Housing Supply	**Lead Member and Portfolio:**	Cllr Kabir Ahmed, Cabinet Member for Regeneration, Inclusive Development and Housebuilding

Financial Impact:	Current Budget 2022-23	Savings/Income 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Total Savings/Income
Budget (£000)	1,564	(58)	-	-	(58)

Staffing Impact (if applicable):	Current 2022-23	FTE Reductions 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	Total FTE Reductions
Employees (FTE)	22	(1)	-	-	(1)

Proposal Summary:

The Affordable Housing and Partnership team contains a vacant post for a Development Officer (Grade I – K).

Removing this post would create a permanent saving of £58k (including on costs).

Revised Provision:

This post has been vacant for some time and the current workload is spread between the other postholders, however removal of this resource may cause capacity issues within the service should the workload increase.

Risk and Mitigations:

Risk is that the existing team may struggle to achieve workload if pressure on service increases.

Resources and Implementation:

This is a general fund saving and will be implemented within existing resources.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	Yes	Removal of vacant post
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA will be required?	No

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	Changes to the Resident Support Scheme

Reference:	SAV / PLA 006 / 23-24	**Savings Category:**	Transformation
Directorate:	Place	**Savings Service Area:**	Cultural and related services
Directorate Service:	Growth and Economic Development (GED)	**Strategic Priority Outcome:**	1. Tackling the cost-of-living crisis
Lead Officer and Post:	Ellie Kershaw, Acting Director, Growth and Economic Development (GED)	**Lead Member and Portfolio:**	Cllr Saied Ahmed, Cabinet Member for Resources and the Cost of Living

Financial Impact:	Current Budget 2022-23	Savings/Income 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Total Savings/Income
Budget (£000)	700	(700)	500	-	(200)

Staffing Impact (if applicable):	Current 2022-23	FTE Reductions 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	Total FTE Reductions
Employees (FTE)	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

The council offers a Resident Support Scheme. This is a non-statutory function which supports residents in poverty with support for food, fuel, furniture, white goods, electrical goods and living expenses.

It is delivered by NECS which has a council contract with the Revenues and Benefits Service for a variety of work, including the "distribution of funds that support welfare" service. The contract was relet last year after a full procurement process.

The full budget is £700k, with £600k of that being for grants and £100k for essential administration.

The amounts shown below are what has been spent in previous years on grant payments, exclusive of administration. The scheme has existed in the current format from 2019-20.

2019-20 £613k
2020-21 £959k
2021-22 £628k
2022-23 year to date spend at October 2022 is £390k and there is an additional £200k one-off growth in the budget this year for energy support. Grant amounts for energy and food were increased to take account of the cost of living crisis.

During covid, we added funding that the government had given us to allow for additional grants. However, whilst we spent more than usual, we did not spend the full allocation of both grant and base budget. This means that there is a reserve specifically for the Resident Support Scheme of £590k which will be used to support residents in 2023-24 (reducing the need for base budget in the 2023-24 financial year).

The government has confirmed that they will be extending the Household Support Fund and they require that part of the funding is used for open access application for exactly the items provided through the scheme. Therefore next year through the reserve and additional government grant, we can fund the scheme for a one year period without general fund and with no impact on what the scheme delivers.

We are further suggesting that a full review of the scheme is carried out next year to identify permanent savings in 2024-25 and ongoing. This would mean changing what is available and the proposal will be brought to Cabinet as this would not be an officer decision to make.

The review would consider a change to offer second hand and refurbished furniture, white goods and electricals. There are a number of providers in the borough and a voucher scheme could be implemented that allow a degree of choice on the residents' part. This option would save £200k per annum.

No residents would be adversely affected; all awards would take place with different items.

This would require time and work to scope options of local providers and ensure quality provision is in place (i.e. quality assured white goods with warranties). Instead of awarding Argos/AO vouchers, vouchers would be awarded for local providers of refurbished items. A contract would be in place to fulfil these orders and payment would be made to them on redemption of the voucher via NEC. Due to the sums this would involve a procurement exercise so could not be implemented immediately. The changes would support the use of local businesses and also reduce the carbon footprint of the Council.

In summary, this savings proforma makes a one-off saving for the general fund in 2023-24 of £700k (through use of reserves and grant funding) which is reduced to an ongoing permanent saving of £200k from 2024-25 (through a review of the scheme to make commissioning efficiencies).

Risk and Mitigations:	**Resources and Implementation:**
The Council would still provide support as required, just through a more value for money way, supporting local businesses and reducing the Council's impact on the environment.	The changes would be implemented through existing budgets.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	Yes	The scheme will operate in a more value for money way, but still meet residents' needs and not reducing the number of grants.
Does the change reduce resources available to support vulnerable residents?	Yes	The scheme will operate in a more value for money way, but still meet residents' needs and not reducing the number of grants.
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA will be required?	No

Additional Information and Comments:
The Resident Support Scheme will still meet the needs of residents as required.

SAVINGS PROPOSAL

Proposal Title:	**Economic Benefits Officer funding transfer**

Reference:	SAV / PLA 007 / 23-24	**Savings Category:**	Income generation
Directorate:	Place	**Savings Service Area:**	Central services
Directorate Service:	Growth & Economic Development	**Strategic Priority Outcome:**	4. Boosting culture, business, jobs, and leisure
Lead Officer and Post:	Chris Burr, Head of Growth	**Lead Member and Portfolio:**	Cllr Abu Chowdhury, Cabinet Member for Jobs, Skills and Growth

Financial Impact:	Current Budget 2022-23	Savings/Income 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Total Savings/Income
Budget (£000)	61	(61)	-	-	(61)

Staffing Impact (if applicable)**:**	Current 2022-23	FTE Reductions 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	Total FTE Reductions
Employees (FTE)	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

This proposal is to transfer the funding used to pay for the Economic Benefit Officer from General Fund to Section 106 funding. This will generate £61k of savings for the General Fund.

The council receives substantial employment and enterprise funding from developments. To ensure there is a consistent flow of projects to utilise this funding in good time, that the projects deliver effectively, and to ensure accordance with legal requirements, there is a need for programme management resourcing of the employment and training programme.

No redundancies will be required as a result of this proposal.

Revised Provision:

One existing role, 'Economic Benefit Officer' (Grade K), currently funded through the General Fund, will be transferred to Section 106 funding. This will not impact the service provision.

Risk and Mitigations:

No significant risks identified.

Resources and Implementation:

This saving will be achieved within existing resources.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA will be required?	No

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	**Consolidation of Management Positions**

Reference:	SAV / PLA 008 / 23-24	**Savings Category:**	Employees
Directorate:	Place	**Savings Service Area:**	Central services
Directorate Service:	Place	**Strategic Priority Outcome:**	8. A council that listens and works for everyone
Lead Officer and Post:	Ann Sutcliffe, Corporate Director Place	**Lead Member and Portfolio:**	Cllr Kabir Hussain, Cabinet Member for Environment and Climate Emergency

Financial Impact:	Current Budget 2022-23	Savings/Income 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Total Savings/Income
Budget (£000)	639	(130)	(70)	-	(200)

Staffing Impact (if applicable)**:**	Current 2022-23	FTE Reductions 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	Total FTE Reductions
Employees (FTE)	6	(2)	(1)	-	(3)

Proposal Summary:

The proposal is to review where opportunities exist to consolidate management posts and to reduce the overall number of senior managers within the Place Directorate.

The initial proposal, as part of a broader review to be carried out by the Corporate Director, is to deliver savings for 2023-24 by consolidating head of service posts where feasible and deleting senior management posts where there is opportunity to do so.

Whilst the proposal is subject to the usual HR procedures, and requires discussion with the relevant staff members, it is expected that this proposal will deliver full-year savings of approximately £200k. Given the time required for implementation after approval is granted, it is anticipated that a saving of approximately £130k will be achieved in 2023-24, with the remaining £70k achieved in 2024-25.

Revised Provision:

N/A

Risk and Mitigations:

There is a risk that there will be reduced capacity to meet workload priorities and demands, including potentially reduced capacity to deliver on our objectives.

Resources and Implementation:

This saving is proposed for 2023-24, but is subject to the usual HR processes and procedures which will need to take place following approval of the proposal.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	Yes	Potential removal of service head posts and a reduction in number of senior managers.
Does the change involve a redesign of the roles of staff?	Yes	Any consolidation of officer posts will require amendments to role responsibilities.

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA will be required?	Yes

Additional Information and Comments:
An equalities impact analysis would be carried out in line with the Council's policies on organisational change.

SAVINGS PROPOSAL

Proposal Title:	**Highways Maintenance – change in funding**

Reference:	SAV / PLA 009 / 23-24	**Savings Category:**	Income generation
Directorate:	Place	**Savings Service Area:**	Highways and transport
Directorate Service:	Public Realm	**Strategic Priority Outcome:**	5. Investing in public services
Lead Officer and Post:	Nigel Davies, Head of Highways and Transport	**Lead Member and Portfolio:**	Cllr Kabir Hussain, Cabinet Member for Environment and Climate Emergency

Financial Impact:	Current Budget 2022-23	Savings/Income 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Total Savings/Income
Budget (£000)	(15,506)	(783)	-	-	(783)

Staffing Impact (if applicable):	Current 2022-23	FTE Reductions 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	Total FTE Reductions
Employees (FTE)	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

This proposal is to use the parking reserve to fund highway maintenance revenue works, which include cyclical and reactive maintenance of all public highway assets including carriageways, footways and street furniture.

Revised Provision:

This proposal would not alter the service provided but would mean that highways maintenance is funded from the parking reserve rather than the General Fund.

Risk and Mitigations:

There are no significant risks identified.

Resources and Implementation:

This will be implemented within existing resources.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA will be required?	No

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	**Income Generation – Bromley Public Hall**

Reference:	SAV / PLA 010 / 23-24	**Savings Category:**	Income generation
Directorate:	Place	**Savings Service Area:**	Central services
Directorate Service:	Asset Management	**Strategic Priority Outcome:**	5. Investing in public services
Lead Officer and Post:	Stephen Shapiro, Acting Director, Property and Major Programmes	**Lead Member and Portfolio:**	Cllr Saied Ahmed, Cabinet Member for Resources and the Cost of Living

Financial Impact:	Current Budget 2022-23	Savings/Income 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Total Savings/Income
Budget (£000)	-	(100)	-	-	(100)

Staffing Impact (if applicable):	Current 2022-23	FTE Reductions 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	Total FTE Reductions
Employees (FTE)	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

Bromley Public Hall, Bow Road, London, E3 3AA has become surplus to requirements as a result of the merger and relocation of all Registrar services to St Georges Town Hall on Cable Street. As a result it was placed on the market to bring forward Income Generation opportunities.

The Inner North London Coroner expressed an interest in the building, and all four boroughs that form part of the consortium (Camden, Hackney, Islington, Tower Hamlets) have agreed to this and the rent agreed was based on the rental levels achievable in the market from the initial marketing campaign.

The proposed terms are for 25 years with the rent increasing every 5 years by way of indexation at an initial rent of £135k per annum, although with LBTH being responsible for 25% of the expenditure, the net effective income receivable will be c£100k per annum.

Revised Provision:

N/A

Risk and Mitigations:

Delivery of the saving is dependent on final agreement, and to that end heads of terms have been circulated and solicitors are in discussions.

Resources and Implementation:

This will be implemented within existing resources.

The Council will still be responsible for compliance measures.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA will be required?	No

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	**Freedom Pass - budget reduction due to lower usage**

Reference:	SAV / PLA 011 / 23-24	**Savings Category:**	Transformation
Directorate:	Place	**Savings Service Area:**	Highways and transport
Directorate Service:	Mobility	**Strategic Priority Outcome:**	7. Working towards a clean and green future
Lead Officer and Post:	Michael Darby, Head of Parking, Mobility & Market Services	**Lead Member and Portfolio:**	Cllr Kabir Hussain, Cabinet Member for Environment and Climate Emergency

Financial Impact:	Current Budget 2022-23	Savings/Income 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Total Savings/Income
Budget (£000)	6,428	(1,300)	-	-	(1,300)

Staffing Impact (if applicable):	Current 2022-23	FTE Reductions 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	Total FTE Reductions
Employees (FTE)	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

The Freedom Pass scheme provides free travel on public transport for pass holders over 60 and registered as disabled throughout London. The scheme is administered by London Councils and decisions on apportioning the costs of the scheme between boroughs are made by Members of London Councils' Transport & Environment Committee. London Councils manage the negotiation of the Freedom Pass settlement with TfL and the allocation process between all the London Boroughs of their respective budget contributions to TfL. The cost is based on journey data for the previous two years between July and June, so for 2023-24, the average number of journeys between July 2021 and June 2022, and July 2020 and June 2021.

The table below shows the number of Freedom Passes in Tower Hamlets – and the total in circulation

YEAR	Elderly	Disabled	Discretionary disabled	TOTAL PASSES	Freedom Passes TOTAL
May-17	17,990	6,407	36	24,433	1,219,739
May-18	17,000	6,613	31	23,644	1,174,146
May-19	17,062	6,908	33	24,003	1,177,175
May-20	15,542	6,781	35	22,358	1,080,873
May-21	15,881	6,644	37	22,562	1,099,791
May-22	16,537	7,111	38	23,686	1,139,546

Final negotiations on the actual amounts payable to operators will be completed in time for the meetings of the Leaders' Committee on 13 December and the main TEC Committee on 8 December; any late variations to these provisional figures will be tabled at these meetings.

A summary of the provisional freedom pass costs for 2023/24, compared to the current year, can be summarised in Table below. The total cost of the scheme is fully funded by boroughs and the estimated cost payable by boroughs in 2023/24 is £239.116 million, compared to £207.516 million payable for 2022/23. This represents an increase of £31.6 million or 15.2% which reflects significant increase in anticipated usage of the schemes following Covid-19 along with inflationary increases. LBTH cost are estimated to be approximately 7.1m (increase approx. 15% on 22/23) for 23/24 pending final settlement in December 2022.

As a result of the covid pandemic, passenger numbers have reduced and the saving for this has been passed back to the local authorities, it is anticipated that the levels of passengers will not return to pre-covid levels.

2021-22 (£000)	Estimated Cost of Freedom Pass	2022-23 (£000)	2023-24 (£000)
275,975	TfL Settlement	197,350	220,297
16,559	RDG Settlement	7,548	16,201
1,100	Non TfL Bus Operators Settlement	1,100	1,100
1,518	Freedom Pass Issue Costs	1,518	1,518
295,152	**Total Cost**	**207,516**	**239,116**
8,126	LBTH COST	6,127	7,100

The cost to LBTH in the current year (2022-23) of £6.127m is based on average journey numbers between July 2019 and June 2021. As this period included the impact of Covid-19 lockdowns and restrictions on journeys, significant savings were passed on to the council, and as part of the 2022-23 Medium Term Financial Strategy (MTFS) £3m was reduced from the concessionary fares budget as a one-off saving. This will be reinstated in 2023-24 to bring the budget back up to £9.428m. The ongoing saving of £1.3m is based on this £9.428m budget.

Revised Provision:

This saving is due to a change in the level of demand.

Risk and Mitigations:

The Council is bound to pay a contribution to the Freedom Pass scheme and may not legally withdraw from the scheme. The apportionment methodology is determined by the Boroughs working through London Councils.

The settlement is usually confirmed annually in December which provides the information on what the Authority's annual contribution will be based on for the next year.

This may be impacted for 2024/25 due to the introduction of the Elizabeth line. It should be noted that if journey numbers increase then a growth bid may be required to adjust the budget.

Resources and Implementation:

This is a general fund saving and will be implemented within existing resources.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA will be required?	No

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	**Strategy, Improvement and Transformation**

Reference:	SAV / CEO 001 / 23-24	**Savings Category:**	Transformation
Directorate:	Chief Executive's Office	**Savings Service Area:**	Central services
Directorate Service:	Strategy, Improvement and Transformation	**Strategic Priority Outcome:**	5. Investing in public services
Lead Officer and Post:	Sharon Godman, Director Strategy, Improvement and Transformation	**Lead Member and Portfolio:**	Mayor Lutfur Rahman, Executive Mayor

Financial Impact:	Current Budget 2022-23	Savings/Income 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Total Savings/Income
Budget (£000)	7,531	(70) VCS	(100) VCS	(190) = (160) staffing & (30) VCS	(360)

Staffing Impact (if applicable):	Current 2022-23	FTE Reductions 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	Total FTE Reductions
Employees (FTE) or state N/A	38	-	-	(3)	(3)

Proposal Summary:

The Strategy, Improvement and Transformation Service is proposing staffing reductions to deliver a £160k saving in 2025-26. The savings propose finding the staffing saving equally across:

- Corporate Strategy and Improvement £53k (1 post)
- Corporate Strategy and Transformation £53k (1 post)
- Corporate Strategy and Communities £53k (1 post)

It will not impact statutory provision, but activities will need to be reorganised and prioritised accordingly.

The division's budget comprises of staffing (service recently implemented a substantive restructure in January 2022 delivering significant savings and reduced staffing). The remainder of the division's budget is primarily on VCS spend which is subject to policy review which will take account of £1m proposed growth investment (please refer to GRO/CEO 003) and these proposed efficiencies of £200k.

Current VCS budgets outlined here:

Cost Centre	Expenditure/Income Type	2022-23 Current Budget (£)
Community Grant	Payments to Third Parties	252,258
Small Grants	Payments to Third Parties	350,500
Healthwatch UK	Payments to Third Parties	289,885
Healthwatch UK	Government Grant Funding	(157,000)
Mainstream Grants	Payments to Third Parties	3,082,700
Mainstream Grants	Public Health Grant Funding	(982,000)
Match Funding Schemes	Payments to Third Parties	178,000
Emergency Fund	Payments to Third Parties	100,000

Revised Provision:

In anticipation of possible savings, we will plan for service efficiencies between now and 2025 by working across the division and wider council.

The budget for services commissioned from the Voluntary and Community Sector will have a net increase due to proposed growth of £1m which is greater than the proposed savings.

Risk and Mitigations:

It will reduce staffing capacity to provide corporate support across Strategy, Policy, Transformation and Communities so will mean continuing to look at smarter ways of working.

Resources and Implementation:

This is a general fund saving and managers will plan for the staffing saving in 2025-26 through not filling vacancies that occur in advance of 2025-26.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	Yes	There will be a positive impact from the net increase to the budget for services commissioned from the Voluntary and Community Sector.
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	Yes	Through vacancies occurring through natural attrition.
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA will be required?	Yes

Additional Information and Comments:
An equalities impact analysis will be carried out as part of the review of the VCS policy.

SAVINGS PROPOSAL

Proposal Title:	**Legal and Democratic Services**

Reference:	SAV / CEO 002 / 23-24	**Savings Category:**	Employees
Directorate:	Chief Executive's Office	**Savings Service Area:**	Central services
Directorate Service:	Legal and Monitoring Officer Services	**Strategic Priority Outcome:**	5. Investing in public services
Lead Officer and Post:	Janet Fasan, Director of Legal and Monitoring Officer	**Lead Member and Portfolio:**	Mayor Lutfur Rahman, Executive Mayor

Financial Impact:	Current Budget 2022-23	Savings/Income 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Total Savings/Income
Budget (£000)	6,244	(160)	(100)	(40)	(300)

Staffing Impact (if applicable):	Current 2022-23	FTE Reductions 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	Total FTE Reductions
Employees (FTE) or state N/A	58	-	TBC	TBC	TBC

Proposal Summary:

The savings across the Legal and Monitoring Officer Services division are proposed to be achieved in the following service areas:

Service Area	Gross Expenditure Original Budget 2022-23 £000's	Savings Target 2023-24 £000's	Savings Target 2024-25 £000's	Savings Target 2025-26 £000's	**Savings Total** £000's
Legal Services	3,351	60	80	20	**160**
Electoral Registration and Borough Elections	842	-	20	20	**40**
Democratic Services	2,050	100	-	-	**100**
Total	**6,244**	**160**	**100**	**40**	**300**

Legal Services – In 2023-24 the savings of £60k are proposed to be achieved through non-pay budgets for subscriptions and IT systems £24k (including the ending of the Caselines court bundling software), £19k Litigation Team savings from reducing a Senior Employment Lawyer post to a Lawyer post and reducing a Senior Enforcement Lawyer post to a Junior Lawyer post and £17k Safeguarding Team savings from reducing Safeguarding Lawyer posts to lower graded posts. The service will identify future year savings by reviewing all areas including advocacy lawyer posts and contracts & commercial lawyer posts, however there is a risk from the legal service being a demand led service (especially as legal court work delayed during the pandemic will make their way through the courts system).

Electoral Services – The Elections Act 2022 has recently been passed into law. The government may provide additional burdens funding for some/all of the new and increased responsibilities to the Council. A review will be carried out in the service to consider the impacts of the Elections Act.

Democratic Services – The saving will be made through a £100k underspend against the Member's Allowances budget of £1.183m, including a reduction in costs of Special Responsibility Allowances (SRAs). This includes the removal of one Chief Whip SRA, removal of three Mayoral Advisor SRAs and the reduction of two SRAs from Deputy Mayor to Cabinet level.

Risk and Mitigations:

There is a risk from the level of service demand for legal services and the implications of the Elections Act.

Resources and Implementation:

This is a general fund saving and will be managed within current management resources.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA will be required?	No

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	**Corporate Communications**

Reference:	SAV / CEO 003 / 23-24	**Savings Category:**	Running costs
Directorate:	Chief Executive's Office	**Savings Service Area:**	Central services
Directorate Service:	Communications and Marketing	**Strategic Priority Outcome:**	8. A council that listens and works for everyone
Lead Officer and Post:	Andreas Christophorou, Director of Communications and Marketing	**Lead Member and Portfolio:**	Mayor Lutfur Rahman, Executive Mayor

Financial Impact:	Current Budget 2022-23	Savings/Income 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Total Savings/Income
Budget (£000)	250	(100)	-	-	(100)

Staffing Impact (if applicable):	Current 2022-23	FTE Reductions 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	Total FTE Reductions
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

This saving proposes to reduce the corporate communications and campaigns budget from £250k to £150k. This would reduce the budget to the minimum required level to be able to deliver corporate communications and campaigns to support the Council's Strategic Plan and communications strategy.

The budget is crucial to ensuring that all residents and local businesses are informed and involved in Council priorities and can have their say through consultations. It is also used to promote the borough for benefits including inward investment, attracting talent and increasing visitors to our high streets and markets.

It supports services to deliver better outcomes through information and behavioural change communications.

Revised Provision:

With the decreased budget, the communications and marketing service will continue to support the Council's Strategic Plan and deliver key communications work and campaigns, as outlined in the Council's Corporate Communications Strategy.

Risk and Mitigations:

There is a risk that the reduced budget will restrict the ability to reach the breadth of audience that the Council would like to. This will be mitigated by prioritising key communications work in line with the Strategic Plan and Corporate Communications Strategy.

There may need to be conversations with Members and Officers if the reduced budget cannot fully meet service objectives.

Resources and Implementation:

This is a general fund saving.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	Yes	Potentially this may limit the ability of the Council to reach seldom heard and digitally excluded audiences which could need hard copy materials, translated and/or face to face engagement.
Does the change reduce resources available to support vulnerable residents?	Yes	Potentially, as above.
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA will be required?	No

Additional Information and Comments:
The potential impact of the decreased budget will be monitored throughout the year ahead.

SAVINGS PROPOSAL

Proposal Title:	**Recruitment and Resourcing Team staffing**

Reference:	SAV / RES 001 / 23-24	**Savings Category:**	Employees
Directorate:	Resources	**Savings Service Area:**	Central services
Directorate Service:	Workforce, OD & Business Support	**Strategic Priority Outcome:**	5. Investing in public services
Lead Officer and Post:	Steven Tinkler, Head of Business Support	**Lead Member and Portfolio:**	Cllr Saied Ahmed, Cabinet Member for Resources and the Cost of Living

Financial Impact:	Current Budget 2022-23	Savings/Income 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Total Savings/Income
Budget (£000)	745	(100)	-	-	(100)

Staffing Impact (if applicable)**:**	Current 2022-23	FTE Reductions 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	Total FTE Reductions
Employees (FTE) or state N/A	18	(2)	-	-	(2)

Proposal Summary:

The Recruitment and Resourcing Team which currently sits within the Business Support structure, has a 2022-23 budget of £745k.

The main functions of the team are to process HR related transactions, including the issuing of contractual documentation as well as corporate recruitment activities.

As part of the restructure of the HR Teams in the Workforce, OD and Business Support Service, launched in 2022-23, the transfer of the Recruitment and Resourcing Team from Business Support to HR was proposed. It was further proposed that a new post of Recruitment & Resourcing Manager would be recruited to oversee the team. It is recommended that the Business Support (Recruitment & Resources Team Leader) role is deleted.

The role is currently vacant, however subject to temporary backfill whilst the restructure is concluded and to allow for the associated recruitment to be completed. It is anticipated that this will be completed by the 2023-24 financial year.

In addition, it is further proposed to delete a long-term vacancy within the team relating to the specific role of Senior Business Support Officer (Investigation Support). This post has been held as a vacancy since the creation of the business support hub, as the substantive postholder was on a long-term secondment to Democratic Services. This postholder has now secured a permanent position outside of the Business Support structure and therefore the Senior Business Support Officer role is now a true vacancy.

The proposals above do not result in any direct staffing reductions as the savings will be achieved through the deletion of vacant posts within the Business Support structure.

Revised Provision:

- *Does the saving lead to new models of service delivery?* Yes – This proposal will ensure that all HR activity is brought under the direction of the HR team. This will mean that all HR is consolidated in one team under one leadership.
- *Will the Service continue to support the same client group?* Yes

Risk and Mitigations:

As the proposal relates to the deletion of long-term vacancies there are limited risks associated with this proposal. Furthermore the transfer of the Recruitment and Resourcing team into the HR structure aligns HR transactional and recruitment activities into one HR team, creating synergies and greater resilience.

Resources and Implementation:

As this proposal relates to the deletion of existing vacancies there are no additional resources required to support the delivery of this proposal.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA will be required?	No

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	**Corporate training budget**

Reference:	SAV / RES 002 / 23-24	**Savings Category:**	Running costs
Directorate:	Resources	**Savings Service Area:**	Central services
Directorate Service:	Learning, Organisational and Cultural Development (LOCD)	**Strategic Priority Outcome:**	5. Investing in public services
Lead Officer and Post:	Diane Lomas, Head of LOCD	**Lead Member and Portfolio:**	Cllr Saied Ahmed, Cabinet Member for Resources and the Cost of Living

Financial Impact:	Current Budget 2022-23	Savings 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Total Savings
Budget (£000)	383	(77)	-	-	(77)

Staffing Impact (if applicable)**:**	Current 2022-23	FTE Reductions 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	Total FTE Reductions
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

This saving will come from the Corporate Learning and Development budget which is used to provide learning and development to all staff in support of strategic objectives. The reduction will mean that we review what we offer and reduce where we can to achieve the savings. It is not envisaged that stakeholder engagement is required at this time.

Revised Provision:

The saving ultimately involves not running as many courses as we would or not providing as much variety. We can look to utilise the use of e-learning to replace face to face and webinars where possible. E-learning offers the opportunity for staff to do learning and development when they want to and not be fixed to a scheduled session.

Risk and Mitigations:

We will mitigate by planning ahead what is on offer and making sure we remain within the reduced budget.
If there was a sudden need for learning and development and it hadn't been envisaged in the planning then it may not be possible to deliver it.

Resources and Implementation:

The change will be managed within existing staffing resources.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA will be required?	No

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	**Occupational Health**

Reference:	SAV / RES 003 / 23-24	**Savings Category:**	Running costs
Directorate:	Resources	**Savings Service Area:**	Central services
Directorate Service:	Workforce, OD & Business Support	**Strategic Priority Outcome:**	5. Investing in public services
Lead Officer and Post:	Musrat Zaman, Director Workforce, OD & Business Support	**Lead Member and Portfolio:**	Cllr Saied Ahmed, Cabinet Member for Resources and the Cost of Living

Financial Impact:	Current Budget 2022-23	Savings/Income 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Total Savings/Income
Budget (£000)	283	(22)	-	-	(22)

Staffing Impact (if applicable):	Current 2022-23	FTE Reductions 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	Total FTE Reductions
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

This proposal is to reduce the Occupational Health budget by £22k. The current budget for OH is £283k and we are currently forecasting to underspend in 2022-23, therefore this budget is proposed to be reduced by £22k. There are no staffing implications from this proposal.

Revised Provision:

The OH contract will expire next year and will need to be re-procured. It is not expected that any new contract will cost more than the current contract. We also primarily pay for the referrals as we make them. The contract will also include the employee assistance helpline that is an annual charge.

Risk and Mitigations:

It is not anticipated that there will be any major risks arising from this proposal.

Resources and Implementation:

There are no extra resources required to action this proposal.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA will be required?	No

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	**Finance, Procurement and Audit staffing**

Reference:	SAV / RES 004 / 23-24	**Savings Category:**	Employees
Directorate:	Resources	**Savings Service Area:**	Central services
Directorate Service:	Finance, Procurement and Audit	**Strategic Priority Outcome:**	5. Investing in public services
Lead Officer and Post:	Nisar Visram, Director Finance	**Lead Member and Portfolio:**	Cllr Saied Ahmed, Cabinet Member for Resources and the Cost of Living

Financial Impact:	Current Budget 2022-23	Savings/Income 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Total Savings/Income
Budget (£000)	9,555	(160)	(240)	(90)	(490)

Staffing Impact (if applicable)**:**	Current 2022-23	FTE Reductions 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	Total FTE Reductions
Employees (FTE) or state N/A	118	(3)	(4)	(2)	(9)

Proposal Summary:

These savings are proposed to be achieved through the removal of vacant posts across the Finance, Procurement and Internal Audit, Anti-Fraud and Risk Teams.

The finance service has recently undergone a restructure consultation and these savings will affect the currently proposed structure, reducing posts across service finance and corporate finance teams.

The Internal Audit, Anti-Fraud and Risk service was restructured within the last year and these savings will require ongoing review of which posts could be deleted as posts become vacant through natural attrition.

The Procurement Team currently has many posts filled on an interim/agency basis due to labour market difficulties in filling posts permanently. These savings will require a review of which posts could be deleted permanently, however the current level of re-procurements and contract negotiations would likely require savings in this team to be achieved in future years (with the finance staffing changes being the majority contributor to savings in earlier years).

Revised Provision:

The level of finance service to directorates may have to be changed to take account of reduced finance resource.

Risk and Mitigations:

A reduced finance resource could impact the finance transformation programme which aims to improve the Council's timely and accurate production of the annual accounts.
The finance service will need to take into account changes such as the bringing inhouse of leisure services which would demand an increased finance business partnering service. There may be efficiency opportunities if Tower Hamlets Homes was brought inhouse.
The Procurement Team has a high workload at the moment, the mitigation being to delay decreases in these posts until later years.

Resources and Implementation:

These would be general fund savings and the changes would be managed within existing management resource.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	Yes	This would be managed through the deletion of posts that are vacant or currently covered by interim/agency staff.
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA will be required?	No

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	**IT Robust Service Rationing and Reduction**

Reference:	SAV / RES 005 / 23-24	**Savings Category:**	Running costs
Directorate:	Resources	**Savings Service Area:**	Central services
Directorate Service:	Information Technology (IT)	**Strategic Priority Outcome:**	5. Investing in public services
Lead Officer and Post:	Adrian Gorst, Director of IT	**Lead Member and Portfolio:**	Cllr Saied Ahmed, Cabinet Member for Resources and the Cost of Living

Financial Impact:	Current Budget 2022-23	Savings/Income 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Total Savings/Income
Budget (£000)	15,163	(255)	-	-	(255)

Staffing Impact (if applicable):	Current 2022-23	FTE Reductions 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	Total FTE Reductions
Employees (FTE) or state N/A	73	(2)	-	-	(2)

Proposal Summary:

Rationing of landline phones. In 2020-2021 we reduced the number of 020 7364 xxxx telephone lines allocated to staff from 4,473 to 3,643 by cancelling telephone lines where the member of staff had not made or received an external call in three months and had a council provided mobile phone. We now propose a more robust approach, cancelling telephone lines where the member of staff has not made or received an external call in three months and has either a council provided mobile phone and/or access to Microsoft Teams on their laptop. We anticipate a further 25% reduction in the number of telephone lines, from 3,643 to 2,732, a reduction of 910 telephone landlines. Each telephone landline costs £6.79 per month, £81.48 per year, delivering a potential saving of **£74,000**. This is deliverable within our existing contract which runs to 31/03/25.

We will save another **£15,000** by removing a further 190 landlines from staff who have made calls in the last three months, but are not in direct customer facing roles, and could have made these calls from either a mobile phone (external contacts) or Microsoft Teams (internal contacts). Removing telephone lines that are in use is likely to cause more disruption and require some to be reinstated as further information on their use is provided by users.

Rationing of mobile phones. We have identified 1,132 mobile phone numbers which have not made or received a call in at least a month. Ceasing these lines will save £1.20 per SIM per month, £1,360 monthly an annual potential saving of **£16,300.** There may be further savings if we can recover and reuse the mobile phones rather than buying new handsets. There may be associated risks if these phones are being carried for emergencies.

Reserving Microsoft Servers. We currently pay monthly for our servers hosted in Microsoft Azure. By committing to one year in advance we estimate an overall reduction of **£36,000.** We operate in a stable environment so the risk is small, however if there are unanticipated changes in our services we may end up paying for servers we no longer need.

Reducing printing. We have already committed to reducing the number of multi-functional devices (MFDs) in the Town Hall from 34 to 17 as we move from Mulberry Place to the new Town Hall. This provides for two MFD's per floor with three extra to support specific services. [Reducing the number of MFDs has no direct reduction in cost as we pay per print not per MFD, however making it harder for people to print tends to reduce how much they print] A further reduction to 7 MFDs, one per floor, is likely to drive an additional modest reduction estimated at **£8,000.**

Deletion of the Finance Officer – User Management post in Business Applications. This is a vacant post graded at F, resulting in a salary saving of **£38,000**.

Deletion of the Product Owner of Central Pupil Database in Business Applications. This post will be vacant once current recruitment activity is complete. Graded at L resulting in a salary saving of **£68,000.**

Risk and Mitigations:	Resources and Implementation:
Rationing landline and mobile phones may remove services that staff need despite them not being used for some while and this may have service and risk implications. It is not feasible to negotiate individually with 2,000 staff so we will rely on a communications campaign. Rationing printing will require staff who do need to print to walk slightly further, especially if their nearest MFD is inoperable, however this is an inconvenience. Reserving Microsoft Servers is very low risk in our current stable environment and is a modest benefit of our migration to cloud. Deleting application management posts will reduce support for key applications. For the Finance Officer – User Management it will reduce the support team from four staff to three staff. Mitigations include moving user management from Excel/Outlook to our Ivanti platform and other work will need to be prioritised for the available team members. For the Product Owner of Central Pupil Database it will reduce the support team from six staff to five staff. The move from local to vendor hosting will reduce the amount of systems maintenance we do locally, and requests for changes will need to be prioritised for the available team members.	These are General Fund savings and the changes can be delivered within existing resources.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	Yes	Removal of vacant posts so no equalities impact.
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA will be required?	No

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	**Increases in Court Cost income**

Reference:	SAV / RES 006 / 23-24	**Savings Category:**	Income generation
Directorate:	Resources	**Savings Service Area:**	Central services
Directorate Service:	Revenues and Benefits	**Strategic Priority Outcome:**	5. Investing in public services
Lead Officer and Post:	Chris Boylett, Interim Head of Revenues and Benefits	**Lead Member and Portfolio:**	Cllr Saied Ahmed, Cabinet Member for Resources and the Cost of Living

Financial Impact:	Current Budget 2022-23	Savings/Income 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Total Savings/Income
Budget (£000)	(1,256)	(130)	(200)	(70)	(400)

Staffing Impact (if applicable):	Current 2022-23	FTE Reductions 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	Total FTE Reductions
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

The service will look to increase income through costs from the collection of Council Tax and Business rates. This will be completed in two phases.

The first phase in 2023/24 will be an increase in the level of costs collected, it is forecast that we will see an increase in cases that progress to summons in the next 12-36 months both as a result of ongoing increases in the number properties (forecast is approx. 7,700 council tax properties over 22/23 and 23/24), assuming the percentage of accounts those reaching the liability order stage staying at a similar level to the current caseload, and increases in the volumes of cases. Currently approx. 10% of cases receive a summons, so at the current level of costs raise an additional £84k. It is also likely that the given the ongoing economic conditions we will see additional cases being late to pay and progressing through the recovery cycle. Whilst the service does not wish to directly target those who are struggling it will inevitably result in some additional income. For example, if a further 2% of Council Tax accounts move to the liability order stage this would result in a further 2,840 liability orders with a charge of £312,400. This would lead to an increase of costs raised of £396,400. Given the phasing of this over the year we forecast we would collect approx. 25% of these debts (as opposed to the 50% normally delivered) which would deliver £100k savings required in 2023/24.

The second phase during 2024-25 we would see a full year effect of the first phase (an additional £100,000). This would also be increased by similar increases to the above in terms of increased properties (4,000), and to look at the level of costs currently charged and impose an inflationary increase to reflect increases costs of staff salaries and other fixed costs to the Council. Previous benchmarking suggests that Tower Hamlets charges are in the lower quartiles when compared with other London Boroughs. An increase of 8-10% would deliver approx. £176,000-£220,000 in Council Tax and £37,440-£46,800 in Business rates costs. Delivering almost all of the 50% normal collection of these debts would deliver the additional £100,000 in savings/income required in 2024/25. It is not thought appropriate to implement the costs increase in 2023/24 due to the immediate impact of the cost-of living crisis and the know pressures that residents and businesses will be in dealing with increased utility bills and the impacts of inflation generally.

The continuation of the increases in properties over the 3rd year phases would then deliver the required savings in 2025/26.

Delivering the savings through raising additional income instead of reducing staff mitigates the risk to overall collection at a time when workloads continue to increase. Given the significant increases in the property base and the NNDR revaluation due in 2023 it is not sensible to reduce capacity and it could be argued that an increase in resource in these and other income collection areas would be of greater financial benefit to the council in increasing its income and reducing its provisions against uncollected debts.

There is an annual housing benefit subsidy bad debt provision budget of £718k. This budget allows for the potential annual increases to the bad debt provision to allow for increases in debt that are considered to be non-recoverable. The increase to the bad debt provision in 2021-22 was £650k. Debt recovery on housing benefit subsidies continues to be strong and private sector benefits are not expected to migrate into universal credit in the medium term. Therefore, it is proposed to make a saving by reducing the bad debt provision budget by £30k.

As this proposal is basically a forecast of additional income against an existing policy and working practice it would not require any additional stakeholder engagement or consultation.

Revised Provision:
Given this is not a change in provision no change to service delivery is required.

Risk and Mitigations:
The raising and collection of costs for non-payment of Council Tax and Business rates debt are subject to changes in debtor behaviour and the ongoing economic conditions. Should these change the levels of debt repayment or level of summons issued can change. This will potentially put at risk the expected income. The service also needs to be aware of the circumstances of debtors and ensure that vulnerable residents are not further impacted. The service does have the opportunity to remove costs if vulnerability is identified.

Resources and Implementation:
This increase in income is all General Fund. As it is an extension of a current process and is highly automated no additional resource would be needed although further increases across the income collection area could be achieved through invest to save projects to target outstanding debt. These proposals can be implemented immediately.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA will be required?	No

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	**Customer Services**

Reference:	SAV / RES 007 / 23-24	**Savings Category:**	Running costs
Directorate:	Resources	**Savings Service Area:**	Central services
Directorate Service:	Customer Services	**Strategic Priority Outcome:**	8. A council that listens and works for everyone
Lead Officer and Post:	Raj Chand, Director of Customer Services	**Lead Member and Portfolio:**	Cllr Kabir Ahmed, Cabinet Member for Regeneration, Inclusive Development and Housebuilding

Financial Impact:	Current Budget 2022-23	Savings/Income 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Total Savings/Income
Budget (£000)	11,188	(180)	-	-	(180)

Staffing Impact (if applicable):	Current 2022-23	FTE Reductions 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	Total FTE Reductions
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

Proposal:

1) £70k increase in the government grant income budget for Idea Stores Learning. The service currently receives £2.541m from the GLA and £0.037m from the ESFA, totalling £2.578m, whereas the current income budget is £2.508m.

2) £40k increase in income generation by increasing Ceremony Fees income in Registrars Services. The service has developed new and improved ceremony offerings since moving into the newly redeveloped St George's Town Hall building.

3) £25k staffing saving in the Customer Contact Centre. This efficiency saving is achievable by sharing the Business Development Officer (Grade O) post between the Customer Contact Centre and the Residents' Hub (50% cost to each service).

4) £45k saving by decreasing the Idea Stores book purchasing budget. The Council purchases through the Library Consortium, which includes more than half of the London boroughs and Luton. This enables the Council to ensure great value for money, huge discounts on books (30%+ discounts) as well as all the processing (cataloguing, covers, labels, etc.) included.

Revised Provision:

The increased income budgets (proposals 1 and 2) and staffing efficiency saving (proposal 3) will not reduce the service provision provided.

The reduced book purchasing budget (proposal 4) would decrease the quantity of new publications able to be purchased in each year. The current budget is £226k, so the proposed reduction of £45k demonstrates a reduction in purchasing budget of 20%. The purchase of reference materials to support local students and books to support the development of younger children will be prioritised.

Risk and Mitigations:
1) Potential risk of a reduction in learning opportunities if demand increases that cannot be met. 2) Whilst current demand for ceremonies is increasing and income targets are being exceeded there is always the risk of demand reducing resulting in reduced income. 3) If the Residents' Hub growth request does not receive approval, then the Business Development post cannot be part funded by the Residents' Hub budget. This role would then need to be fully funded within the Customer Contact Centre staffing budget. Not appointing to the role would bring risks of customer services development not taking place as rapidly as it needs to, reducing improvements in first point of contact resolutions.

Resources and Implementation:
These proposals would create general fund savings and the implementation would be carried out within existing management resources. The staffing efficiency saving in the Customer Contact Centre is reliant on the agreement of the growth bid relating to setting up a permanent Residents' Hub model.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA will be required?	No

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	**Council-wide efficiencies**

Reference:	SAV / ALL 001 / 23-24	**Savings Category:**	Transformation
Directorate:	Cross-Directorate	**Savings Service Area:**	Central services
Directorate Service:	Cross-Directorate	**Strategic Priority Outcome:**	5. Investing in public services
Lead Officer and Post:	Musrat Zaman, Director Workforce, OD and Business Support	**Lead Member and Portfolio:**	Cllr Saied Ahmed, Cabinet Member for Resources and the Cost of Living

Financial Impact:	Current Budget 2022-23	Savings/Income 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Total Savings/Income
Budget (£000)	149,000	(743)	-	-	(743)

Staffing Impact (if applicable)**:**	Current 2022-23	FTE Reductions 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	Total FTE Reductions
Employees (FTE)	3,540	TBC	-	-	TBC

Proposal Summary:

The Council will introduce a targeted programme, led by the Chief Executive Officer, to achieve this savings target of £743k. This will be met by deleting vacancies where there is a case that the role can be deleted and is not a frontline essential role. Savings will further be targeted by also reducing the spend on agency staffing and looking at a targeted voluntary redundancy scheme. Further work is being undertaken to review the spans and layers of control within the target operating model. This work is quite complex and will take some time to be able to model cost savings. By targeting the deletion of vacancies, reducing agency spend and offering voluntary redundancy, it is anticipated that the required saving for 2023-24 will be achieved.

The approach needs further work to agree and contain the following:

- Each directorate needs to agree where and how to target a reduction scheme and the saving of £743k needs to be allocated out across each directorate.
- Clear criteria developed for a targeted voluntary redundancy campaign so that hard to fill roles and front-line roles are excluded.
- Managers will need to be able to demonstrate that by deleting vacant roles, reducing agency spend and agreeing to voluntary redundancy requests, this does not have a detrimental impact on services.
- Corporate Leadership Team to agree a plan including communication and staff engagement, along with a strict window of opportunity to apply for voluntary redundancy and for it to be considered and factored into the approach.

Corporate co-ordination of all approvals is required to track and monitor progress of the overall saving.

Revised Provision:

Services will need to review their structures and work priorities to determine if roles can be deleted and voluntary redundancy applicants allowed to leave without it having a major impact as the budgets would be deleted and the roles will not be able to be filled.

Managers will also need to consider the impact on the rest of the team who may need to absorb additional work.

The positive impact is that savings could be achieved without wholescale disruption initially.

Risk and Mitigations:
The targeted transformation programme will consider risks and mitigations as part of project monitoring. This will include consideration of the capacity/skill levels of the labour resources required for workforce modelling, the financial monitoring of voluntary redundancy costs and staffing budgets, and potential impacts on service delivery.

Resources and Implementation:
1. Feasibility work needed: a. HR and workforce analyst required full time for up to 8 weeks and then ongoing provision possible through Strategy, Policy and Improvement resources for layers and spans of control work. b. Finance officer support to verify financial analysis 2. HR and finance oversight of voluntary redundancy scheme established for duration of scheme 3. Communication support required throughout at corporate and directorate level 4. Requires a project/programme lead throughout duration of scheme(s) – should come from current resources 5. Pension staff provision/generation of accurate pension quotes for voluntary redundancy retirement applicants

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	Yes	This would be managed in line with the Council's policies on organisational change.
Does the change involve a redesign of the roles of staff?	Yes	This would be managed in line with the Council's policies on organisational change.

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA will be required?	Yes

Additional Information and Comments:

SAVINGS PROPOSAL – DEDICATED SCHOOLS BUDGET

Proposal Title:	**Savings related to funding reduction in Central School Services Block DSG**

Reference:	SAV / DSG 001 / 23-24	**Savings Category:**	Running costs
Directorate:	Children and Culture	**Savings Service Area:**	Education services
Directorate Service:	Education and School	**Strategic Priority Outcome:**	5. Investing in public services
Lead Officer and Post:	Steve Nyakatawa, Director of Education	**Lead Member and Portfolio:**	Cllr Maium Talukdar, Statutory Deputy Mayor & Cabinet Member for Education and Lifelong Learning

Financial Impact:	Current Budget 2022-23	Savings/Income 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Total Savings/Income
Budget (£000)	3,510	(337)	(228)	(182)	(747)

Staffing Impact (if applicable):	Current 2022-23	FTE Reductions 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	Total FTE Reductions
Employees (FTE)	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

This saving proposal is to offset the reduction in grant from government and reflects the reduction in Dedicated Schools Grant over the period of the MTFS. There is not sufficient capacity within the General Fund to provide growth to sustain this level of funding, nor is there any agreement from the Schools Forum to make up this funding as a de-delegated central contribution. Therefore, it is necessary to find savings that correspond to the level of reduced grant – for which there is a year on year reduction.

Revised Provision:

Proposed savings would be made as follows:

Year 1 £337k
£225k contribution to non-statemented placements:- Where placements are made in Education establishments for Children under the age of 16 this funding can be met from the High Needs Block (HNB) of the DSG and going forward this will be where the charge is made, noting that the HNB does still remain in a deficit position and this will put in a further pressure, whilst noting under current regulations that deficit can be carried ford to future years and therefore there is some level of mitigation
£112k Contribution to Social Care; - Review all joint placements to ensure that the full Education contribution is charged to the HNB, noting the pressures – there is a potential further pressure here upon the Social Care Placement budget if these charges cannot all be attributed to the HNB.

Year 2 £228k
£114k Contribution to Social Care: - As above
£114k Contribution to Central Budgets: - Reduced support to central services which will require further analysis from corporate colleagues.

Year 3 £182k
£76k Contribution to Social Care: -As above
£106k Contribution to Central Budgets: -As above

Risk and Mitigations:	Resources and Implementation:
The reductions in contributions to Central Budgets would maintain the base contribution of £615k which was agreed in the previous year, the reductions would relate to the additions that were put in place for pension pressures for central staff on Teachers contracts, primarily employed in adult education services.	This saving relates to reductions in the DSG which then have a consequential cost to the General Fund. Therefore all saving would only go through if the appropriate growth was also granted to the General fund, the savings cannot be taken in isolation.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA will be required?	No

Additional Information and Comments:
There are currently no expected staff savings at the moment, although further work would need to be confirmed on the corporate savings element.

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Reserves Policy

1. Background and Context

1.1. Sections 32 and 43 of the Local Government Finance Act 1992 require local authorities to consider the level of reserves when setting a budget requirement. Section 25 of the Local Government Act 2003 requires the Chief Financial Officer (Section 151 Officer) to report formally on the adequacy of proposed reserves when setting a budget requirement. The accounting treatment for reserves is set out in the Code of Practice on Local Authority Accounting.

1.2. CIPFA has issued Local Authority Accounting Panel (LAAP) Bulletin No.55, Guidance Note on Local Authority Reserves and Balances and LAAP Bulletin 99 (Local Authority Reserves and Provisions). Compliance with the guidance is recommended in CIPFA's Statement on the Role of the Chief Financial Officer in Local Government.

1.3. This policy sets out the Council's approach for compliance with the statutory regime and relevant non-statutory guidance.

1.4. Reserves are an important part of the Council's financial strategy and are held to create long-term budgetary stability. They enable the Council to manage change without undue impact on the Council Tax and are a key element of its strong financial standing and resilience. The Council's key sources of funding face an uncertain future and the Council therefore holds earmarked reserves and a working balance in order to mitigate future financial risks.

1.5. Earmarked reserves are reviewed annually as part of the budget process, to determine whether the original purpose for the creation of the reserve still exists and whether or not the reserves should be released in full or in part. Particular attention is paid in the annual review to those reserves whose balances have not moved over a three year period.

2. Overview

2.1. The Council's overall approach to reserves will be defined by the system of internal control. The system of internal control is set out, and its effectiveness reviewed, in the Annual Governance Statement. Key elements of the internal control environment are objective setting and monitoring, policy and decision-making, compliance with statute and procedure rules, risk management, achieving value for money, financial management and performance management.

2.2. The Council will maintain:

- a general fund general reserve;
- a housing revenue account (HRA) general reserve; and
- a number of earmarked reserves.

2.3. Additionally the Council is required to maintain ***unusable*** reserves to comply with accounting requirements although, as the term suggests, these reserves are not available to fund expenditure.

2.4. The level of the general reserve is a matter for the Council to determine having had regard to the advice of the S151 Officer. The level of the reserve will be a matter of judgement which will take account of the specific risks identified through the various corporate processes. It will also take account of the extent to which specific risks are supported through earmarked reserves. The level will be expressed as a cash sum over the period of the general fund medium-term financial strategy. The level will also be expressed as a percentage of the general funding requirement (to provide an indication of financial context).

2.5. In principle, only the income derived from the investment of reserve funds should be available to support recurring spending.

3. Strategic context

3.1. The Council is facing a significant withdrawal of grant funding and the transfer of funding risk from Government with demand for at least some services forecast to grow. The Council has to annually review its priorities in response to these issues.

3.2. Reserves play an important part in the Council's medium term financial strategy and are held to create long-term budgetary stability. They enable the Council to manage change without undue impact on the Council Tax and are a key element of its strong financial standing and resilience.

3.3. The Council holds reserves in order to mitigate future risks, such as increased demand and costs; to help absorb the costs of future liabilities; and to enable the Council to resource policy developments and initiatives without a disruptive impact on Council Tax.

3.4. Capital reserves play a crucial role in funding the Council's Capital Strategy. The Capital Expenditure Reserve is used to create capacity to meet future capital investment.

3.5. The Council relies on interest earned through holding reserves to support its general spending plans.

3.6. Reserves are one-off money. The Council aims to avoid using reserves to meet ongoing financial commitments other than as part of a sustainable budget plan. The Council has to balance the opportunity cost of holding reserves in terms of Council Tax against the importance of interest earning and long term future planning.

4. Purposes

4.1. Reserves are therefore held for the following purposes, some of which may overlap:

- Providing a working balance i.e. Housing Revenue Account and General Fund general reserves.
- Smoothing the impact of uneven expenditure profiles between years e.g. local elections, structural building maintenance and carrying forward expenditure between years.
- Holding funds for future spending plans e.g. Capital Expenditure Reserve, and for the renewal of operational assets e.g. repairs and renewal, and Information Technology renewal.
- Meeting future costs and liabilities where an accounting 'provision' cannot be justified.
- Meeting future costs and liabilities so as to cushion the effect on services e.g. The Insurance Reserve for self-funded liabilities arising from insurance claims.
- To provide resilience against future risks.
- To create policy capacity in a context of forecast declining future external resources e.g. Tackling Poverty Reserve.

4.2. All earmarked reserves are held for a specific purpose. This, together with a summary on the movement on each reserve, is published annually, to accompany the annual Statement of Accounts.

4.3. The use of some reserves is limited by regulation e.g. the Collection Fund balance must be set against Council Tax levels, reserves established through the Housing Revenue Account can only be applied within that account and the Parking Reserve can only be used to fund specific spending. Schools reserves are also ring-fenced for their use, although there are certain regulatory exceptions.

5. Management

5.1. All reserves are reviewed as part of the budget preparation, financial management and closing processes. The Council will consider a report from the S151 Officer on the adequacy of the reserves in the annual budget-setting process. The report will contain estimates of reserves where necessary. The Audit Committee will consider actual reserves when approving the statement of accounts each year.

5.2. The following matters apply to individual reserves:

- The General Fund working balance will not fall below £20 million without the approval of The Council.
- The Capital Expenditure Reserve is applied to meet future investment plans and is available either to fund investment directly or to support other financing costs. The reserve can also be used for preliminary costs of capital schemes e.g. feasibility.
- The Parking Reserve will be applied to purposes for which there are specific statutory powers. This is broadly defined as transport and environmental improvements (the latter as defined in the Traffic Management Act 2004).
- The Schools Reserve, the Insurance Reserve, and the Barkantine (PFI Reserve) are clearly defined and require no further authority for the financing of relevant expenditure.

5.3. The Council will review the Reserves Policy on an annual basis.

Projected Movement in Reserves - April 2022 to March 2026 **Appendix 6**

Reserves Summary	Forecast balance 31 March 2022 (note 1)	Forecast balance 31 March 2023	Forecast balance 31 March 2024	Forecast balance 31 March 2025	Forecast balance 31 March 2026
	£m	£m	£m	£m	£m
General Fund Reserve	**23.8**	**20.7**	**20.7**	**20.7**	**20.7**
Earmarked Reserves with Restrictions					
Insurance	10.2	9.8	9.5	9.1	8.8
Parking Control	6.1	6.1	5.1	4.1	3.1
Collection Fund Smoothing (note 2)	51.0	28.0	20.0	12.0	4.0
Free School Meals Reserve	4.0	2.0	-	-	-
Public Health Reserve	7.0	6.0	5.0	4.0	3.0
Revenue Grants Unused	10.1	9.0	8.0	7.0	6.0
Covid-19 Grant	8.4	5.9	5.9	5.9	5.9
Local Elections	0.9	0.2	0.4	0.5	0.7
CIL (note 3)	5.8	4.7	3.7	2.7	1.7
BAME Inequalities Commission	1.0	1.0	0.2	-	-
Covid Recovery Fund	2.1	1.9	1.5	1.5	1.5
HA&C Joint Funding Agreements	12.4	-	-	-	-
Earmarked Reserves with Restrictions Sub-Total	119.0	74.6	59.2	46.8	34.6
Earmarked Reserves without Restrictions					
Risk Reserve	2.2	15.4	12.4	9.4	6.4
Transformation Reserve	3.6	3.2	2.8	2.8	2.8
ICT Reserve	9.1	8.0	7.0	6.0	5.0
Mayor's Tackling Poverty Reserve	3.4	2.6	1.9	1.9	1.9
Mayor's Priority Investment Reserve (note 4)	5.0	47.7	20.8	5.0	-
New Homes Bonus	44.2	-	-	-	-
Services Reserve	18.5	8.8	6.8	4.8	2.8
Social Care Pressures Reserve (note 5)	-	-	4.6	-	-
Earmarked Reserves without Restrictions Sub-Total	86.0	85.7	56.3	29.9	18.9
Total Earmarked Reserves	**205.0**	**160.3**	**115.5**	**76.7**	**53.5**
Other Reserves (HRA, DSG and Capital)					
Housing Revenue Account (HRA)	50.6	49.2	10.4	10.7	9.6
Dedicated Schools Grant (DSG)	(14.7)	(14.1)	(13.0)	(12.0)	(11.0)
Capital Grants Unapplied	195.0	162.7	101.1	96.4	80.0
Capital Receipts Reserve	136.1	124.5	87.7	64.1	53.9
Major Repairs Reserve (MRR)	5.1	-	-	-	-
Total Other Reserves	**372.1**	**322.3**	**186.2**	**159.2**	**132.5**
Total Reserves (General Fund, Earmarked and Other Reserves)	**600.9**	**503.3**	**322.4**	**256.6**	**206.7**

Note 1: The reserves position is subject to the closure and audit of the Council's accounts for the period 2016 – 2022.

Note 2: The Collection Fund Smoothing Reserve is restricted in its use as it is solely intended to deal with surpluses and deficits that arise on an annual basis in the collection fund.

Note 3: The Community Infrastructure Levy (CIL) reserve balance only includes revenue related CIL monies held within earmarked reserve and not capital CIL monies.

Note 4: The Mayor's Priority Investment reserve has been increased by £44.2m from the New Homes Bonus reserve and £0.8m from the Risk reserve to fund manifesto pledges.

Note 5: The Social Care Pressures Reserve will be created in 2023-24 in relation to funding announced as part of the Provisional Local Government Finance Settlement.

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Housing Revenue Account Budget Summary

Appendix 7

Medium Term Financial Strategy 2022-23 to 2026-27

	2022-23 Revised Budget £'000	2022-23 Forecast £'000	2023-24 Draft Budget £'000	2024-25 Draft Budget £'000	2025-26 Draft Budget £'000	2026-27 Draft Budget £'000
INCOME						
Dwelling rents	(71,007)	(70,166)	(76,410)	(80,540)	(83,957)	(87,005)
Non-dwelling rents	(4,363)	(4,502)	(4,631)	(4,770)	(4,865)	(4,963)
Heating and other tenant charges	(8,500)	(8,455)	(11,523)	(11,869)	(12,106)	(12,349)
Leaseholder charges for services and facilities	(17,944)	(19,648)	(21,286)	(21,924)	(22,363)	(22,810)
Contributions towards expenditure	(118)	(118)	(123)	(126)	(129)	(132)
GROSS INCOME	(101,933)	(102,889)	(113,973)	(119,230)	(123,421)	(127,258)
EXPENDITURE						
Repairs & Maintenance	18,321	17,373	19,396	18,619	18,991	19,371
Tower Hamlets Homes management fee	33,235	33,647	35,530	36,596	37,328	38,074
Supervision & Management	8,873	11,954	9,682	9,703	9,859	10,018
Special Services	8,077	10,897	16,614	16,956	17,295	17,641
Rents rates & taxes	5,592	6,149	5,752	5,924	6,043	6,163
Increased/(Decrease) provision for bad debts	599	599	617	651	678	703
Depreciation - HRA dwellings	16,178	16,178	16,564	17,174	17,507	17,857
Depreciation - Non Dwellings	1,100	1,100	1,126	1,168	1,190	1,214
Debt Management Costs	150	433	440	440	440	440
GROSS EXPENDITURE	92,124	98,330	105,721	107,230	109,331	111,481
NET COST OF HRA SERVICES	(9,809)	(4,559)	(8,252)	(12,000)	(14,090)	(15,778)
Interest on Debt (Item 8 debit)	4,636	4,716	4,703	6,828	9,598	10,848
Interest on Investments (Item 8 credit)	(460)	(560)	(508)	(104)	(107)	(96)
NET (INC) / EXP BEFORE APPROPRIATIONS	(5,633)	(403)	(4,057)	(5,276)	(4,599)	(5,026)
Set Aside for Debt Repayment (VRP)	2,964	2,200	2,905	3,948	5,589	6,409
Revenue Contribution to Capital (RCCO)	4,062	-	40,001	1,016	91	101
Allocation to / (from) other reserves	-	-	-	-	-	-
NET HRA (SURPLUS) / DEFICIT	1,393	1,797	38,849	(312)	1,081	1,484
General Balances						
Opening balance	(50,642)	(50,642)	(49,249)	(10,400)	(10,712)	(9,631)
(Surplus)/ Deficit on HRA	1,393	1,797	38,849	(312)	1,081	1,484
CLOSING BALANCE	(49,249)	(48,845)	(10,400)	(10,712)	(9,631)	(8,147)

Other Reserve Brought Forward	4,500	2,600	1,600	-	-	-
Appropriation from HRA	-	-	-	-	-	-
Release of Reserve	(4,500)	(1,000)	(1,600)	-	-	-
Other Reserve Brought Forward	**-**	**1,600**	**-**	**-**	**-**	**-**

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Capital Budget by Programme 2023-26 - General Fund (GF)

Appendix 8A

		Capital Budget 2023-26					Capital Budget Funding								
Programme	**Revised Budget 2022-23**	2023-24	2024-25	2025-26	**Total 3 Year**	**Sum of Total Programme**	**Grants**	**S106**	**CIL**	**LIF**	**GF Capital Receipts**	**HRA Capital Receipts**	**Prudential Borrowing**	**Revenue**	**Total Funding**
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Approved Programme	87.931	95.693	55.578	17.582	**168.853**	**256.784**	77.427	53.453	57.159	5.243	5.018	0.973	55.811	1.700	**256.784**
Approved Rolling Programme	14.126	16.988	17.450	17.900	**52.338**	**66.464**	19.030	-	-	1.575	2.289	-	43.570	-	**66.464**
Completed and Retentions Projects	0.070	0.685	-	-	**0.685**	**0.754**	0.685	0.070	-	-	-	-	-	-	**0.754**
Invest to Save Programme	9.118	2.340	-	-	**2.340**	**11.458**	-	-	-	-	4.353	6.142	0.963	-	**11.458**
LIF Programme	0.623	6.575	7.847	-	**14.421**	**15.044**	-	-	-	15.044	-	-	-	-	**15.044**
Grand Total	**111.867**	**122.281**	**80.875**	**35.482**	**238.637**	**350.504**	**97.141**	**53.522**	**57.159**	**21.862**	**11.660**	**7.115**	**100.343**	**1.700**	**350.504**

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Capital Budget Detail 2023-26 - General Fund (GF)

Appendix 8B

				Capital Budget 2023-26					Total Capital Budget Funding								
Directorate	**Programme**	**Cost Centre**	**Revised Budget 2022-23**	2023-24	2024-25	2025-26	**Total 3 Year**	**Sum of Total Programme**	**Grants**	**S106**	**CIL**	**LIF**	**GF Capital Receipts**	**HRA Capital Receipts**	**Prudential Borrowing**	**Revenue**	**Total Funding**
			£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Childrens and Culture	Approved Programme	Basic Needs/Expansions	27.484	43.575	5.461	-	**49.036**	**76.520**	55.246	8.316	10.114	-	-	-	2.844	-	**76.520**
		Culture and Leisure	0.398	3.921	19.100	16.150	**39.171**	**39.569**	-	4.164	13.900	-	-	-	21.505	-	**39.569**
		Parks	5.121	3.945	3.591	0.906	**8.442**	**13.563**	0.587	8.419	1.040	3.517	-	-	-	-	**13.563**
		Provision for 2 year olds	-	0.149	0.149	-	**0.298**	**0.298**	-	-	-	-	0.298	-	-	-	**0.298**
	Approved Rolling Programme	Conditions and Improvements	3.030	3.000	3.000	3.000	**9.000**	**12.030**	12.030	-	-	-	-	-	-	-	**12.030**
		Culture and Leisure	0.350	1.000	1.000	1.000	**3.000**	**3.350**	-	-	-	-	-	-	3.350	-	**3.350**
		Youth Provision	-	1.000	1.000	1.000	**3.000**	**3.000**	-	-	-	1.575	-	-	1.425	-	**3.000**
	Completed and Retentions Projects	Basic Needs/Expansions	-	0.685	-	-	**0.685**	**0.685**	0.685	-	-	-	-	-	-	-	**0.685**
Health Adults and Community	Approved Programme	Adult Social Care	-	3.100	1.204	-	**4.304**	**4.304**	-	0.208	1.668	-	-	0.661	1.767	-	**4.304**
		Community Safety	2.487	1.188	-	-	**1.188**	**3.676**	-	-	3.676	-	-	-	-	-	**3.676**
		Public Health	6.904	3.411	-	-	**3.411**	**10.314**	0.104	5.369	4.841	-	-	-	-	-	**10.314**
	Approved Rolling Programme	Adult Social Care - DFG	-	0.300	0.300	0.300	**0.900**	**0.900**	0.900	-	-	-	-	-	-	-	**0.900**
	Completed and Retentions Projects	Public Health	0.053	-	-	-	**-**	**0.053**	-	0.053	-	-	-	-	-	-	**0.053**
Place	Approved Programme	Asset Maximisation	1.287	2.965	-	-	**2.965**	**4.252**	0.394	0.901	0.256	0.350	2.351	-	-	-	**4.252**
		Carbon Offsetting	0.593	3.197	2.588	0.050	**5.835**	**6.428**	0.009	6.420	-	-	-	-	-	-	**6.428**
		Community Hubs/Buildings	0.000	-	-	-	**-**	**0.000**	-	-	-	0.000	-	-	-	-	**0.000**
		High Street & Town Centre	2.503	0.602	-	-	**0.602**	**3.105**	0.022	2.595	0.488	-	-	-	-	-	**3.105**
		Local Cultural Projects	0.107	-	-	-	**-**	**0.107**	0.007	0.100	-	-	-	-	-	-	**0.107**
		Local Environmental Projects	0.020	-	-	-	**-**	**0.020**	-	0.020	-	-	-	-	-	-	**0.020**
		London Square	1.286	0.081	-	-	**0.081**	**1.367**	-	0.363	1.004	-	-	-	-	-	**1.367**
		Markets	0.050	0.277	-	-	**0.277**	**0.327**	-	-	0.327	-	-	-	-	-	**0.327**
		New Infrastructure	2.839	2.805	9.020	-	**11.824**	**14.664**	11.900	1.000	1.764	-	-	-	-	-	**14.664**
		Public Realm Improvements	1.187	4.078	0.839	-	**4.917**	**6.104**	0.691	3.193	1.080	0.220	-	-	0.920	-	**6.104**
		Registered Providers Grant Scheme	0.313	-	-	-	**-**	**0.313**	-	-	-	-	-	0.313	-	-	**0.313**
		TFL Funded Schemes	-	1.938	-	-	**1.938**	**1.938**	1.438	-	0.500	-	-	-	-	-	**1.938**
		THCIL Capital Projects	4.295	5.205	9.181	-	**14.386**	**18.681**	7.000	2.588	9.093	-	-	-	-	-	**18.681**
		New Town Hall	25.850	2.969	-	-	**2.969**	**28.819**	-	-	-	-	-	-	27.119	1.700	**28.819**
		Transport S106 Funded Schemes	1.028	4.200	3.141	-	**7.341**	**8.369**	0.030	8.339	-	-	-	-	-	-	**8.369**
		Waste and Recycling	2.429	6.964	0.954	0.476	**8.394**	**10.823**	-	0.023	7.409	1.156	2.235	-	-	-	**10.823**
	Approved Rolling Programme	DFG - Mandatory	1.000	1.700	1.700	1.700	**5.100**	**6.100**	6.100	-	-	-	-	-	-	-	**6.100**
		Home Repair Grant - Adaptations	0.011	-	-	-	**-**	**0.011**	-	-	-	-	0.011	-	-	-	**0.011**
		Investment Works - LBTH assets	2.176	2.000	2.000	2.000	**6.000**	**8.176**	-	-	-	-	2.278	-	5.898	-	**8.176**
		Public Realm Improvements	5.395	5.400	5.400	5.400	**16.200**	**21.595**	-	-	-	-	-	-	21.595	-	**21.595**
	Completed and Retentions Projects	Environmental Health & Trading Standards	0.016	-	-	-	**-**	**0.016**	-	0.016	-	-	-	-	-	-	**0.016**
	Invest to Save Programme	Conversion to TA	0.222	1.383	-	-	**1.383**	**1.605**	-	-	-	-	-	0.642	0.963	-	**1.605**
		Public Realm Improvements	3.396	0.957	-	-	**0.957**	**4.353**	-	-	-	-	4.353	-	-	-	**4.353**
		Purchase of Accommodation for TA	5.500	-	-	-	**-**	**5.500**	-	-	-	-	-	5.500	-	-	**5.500**
	LIF Programme	Environmental Health & Trading Standards	0.013	0.319	-	-	**0.319**	**0.332**	-	-	-	0.332	-	-	-	-	**0.332**
		Local Environmental Projects	0.355	0.057	-	-	**0.057**	**0.413**	-	-	-	0.413	-	-	-	-	**0.413**
		Local Infrastructure Initiatives	-	5.776	7.752	-	**13.528**	**13.528**	-	-	-	13.528	-	-	-	-	**13.528**
		New Infrastructure	0.140	0.215	0.095	-	**0.310**	**0.450**	-	-	-	0.450	-	-	-	-	**0.450**
		Public Realm Improvements	-	0.072	-	-	**0.072**	**0.072**	-	-	-	0.072	-	-	-	-	**0.072**
		Waste, Recycling and Fleet	0.114	0.136	-	-	**0.136**	**0.250**	-	-	-	0.250	-	-	-	-	**0.250**
Resources	Approved Programme	Customer Services	1.599	-	-	-	**-**	**1.599**	-	1.436	-	-	0.133	-	0.030	-	**1.599**
		IT - Smarter Working	0.150	0.350	0.350	-	**0.700**	**0.850**	-	-	-	-	-	-	0.850	-	**0.850**
		Open Spaces, Streets, Coroners Court	-	0.775	-	-	**0.775**	**0.775**	-	-	-	-	-	-	0.775	-	**0.775**
	Approved Rolling Programme	IT - Rolling programme	2.164	2.588	3.050	3.500	**9.138**	**11.302**	-	-	-	-	-	-	11.302	-	**11.302**
Grand Total			**111.867**	122.281	80.875	35.482	**238.637**	**350.504**	**97.141**	**53.522**	**57.159**	**21.862**	**11.660**	**7.115**	**100.343**	**1.700**	**350.504**

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Capital Growth and Reductions 2023-26 - General Fund (GF)

Appendix 8C

Capital Growth

		Growth Items Years 1-3					Total Growth Items Funding								
Project	**Growth 2022-23**	Growth 2023-24	Growth 2024-25	Growth 2025-26	**Growth Total Years 1-3**	**Sum of Total Programme**	**Grants**	**S106**	**CIL**	**LIF**	**GF Capital Receipts**	**HRA Capital Receipts**	**Prudential Borrowing**	**Revenue**	**Total Funding**
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
New Leisure Centre (St George's)	-	-	-	13.966	**13.966**	**13.966**	-	-	13.966	-	-	-	-	-	**13.966**
Learning Disabilities supported accommodation - Sewardstone Road	-	-	0.112	-	**0.112**	**0.112**	-	-	-	-	-	-	0.112	-	**0.112**
Changing places - Facilities	-	0.125	-	-	**0.125**	**0.125**	0.104	0.020	-	-	-	-	-	-	**0.125**
Interim Depot Strategy	0.211	0.469	-	-	**0.469**	**0.680**	-	-	-	-	0.680	-	-	-	**0.680**
Whitechapel Road Improvements	1.395	2.165	6.420	-	**8.585**	**9.980**	9.300	0.021	0.659	-	-	-	-	-	**9.980**
Carbon Offsetting Projects	-	2.250	2.263	0.050	**4.563**	**4.563**	0.009	4.555	-	-	-	-	-	-	**4.563**
Tree planting in the Borough	-	0.400	0.400	-	**0.800**	**0.800**	-	-	0.800	-	-	-	-	-	**0.800**
Community Tree Planting Project	-	0.175	-	-	**0.175**	**0.175**	-	0.175	-	-	-	-	-	-	**0.175**
New Town Hall	1.273	2.969	-	-	**2.969**	**4.242**	-	-	-	-	-	-	2.842	1.400	**4.242**
Subtotal Projects	**2.879**	8.553	9.195	14.016	**31.763**	**34.642**	9.413	4.771	15.425	-	0.680	-	2.954	1.400	**34.642**
Rolling Programme Growth															
Leisure Centre Investment Works	-	-	-	1.000	**1.000**	**1.000**	-	-	-	-	-	-	1.000	-	**1.000**
Conditions and Improvement	-	-	-	3.000	**3.000**	**3.000**	3.000	-	-	-	-	-	-	-	**3.000**
Improvements to Youth Provision	-	-	1.000	1.000	**2.000**	**2.000**	-	-	-	0.575	-	-	1.425	-	**2.000**
Adult Social Care - DFG	-	-	-	0.300	**0.300**	**0.300**	0.300	-	-	-	-	-	-	-	**0.300**
Disabled Facilities Grants	-	-	-	1.700	**1.700**	**1.700**	1.700	-	-	-	-	-	-	-	**1.700**
Investment works LBTH Assets	-	-	-	2.000	**2.000**	**2.000**	-	-	-	-	-	-	2.000	-	**2.000**
Capital Footway & Carriage Programme	-	-	5.000	5.000	**10.000**	**10.000**	-	-	-	-	-	-	10.000	-	**10.000**
Street Lighting Maintenance Prog Public Realm	-	-	-	0.400	**0.400**	**0.400**	-	-	-	-	-	-	0.400	-	**0.400**
IT Assets	-	-	-	3.500	**3.500**	**3.500**	-	-	-	-	-	-	3.500	-	**3.500**
Subtotal Rolling Programme Growth	**-**	-	6.000	17.900	**23.900**	**23.900**	5.000	-	-	0.575	-	-	18.325	-	**23.900**
Grand Total	**2.879**	8.553	15.195	31.916	**55.663**	**58.542**	**14.413**	**4.771**	**15.425**	**0.575**	**0.680**	**-**	**21.279**	**1.400**	**58.542**

Capital Reductions

		Reduction Items Years 1-3					Total Reduction Items Funding								
Project	**Reductions 2022-23**	Reductions 2023-24	Reductions 2024-25	Reductions 2025-26	**Reductions Total Years 1-3**	**Sum of Total Programme**	**Grants**	**S106**	**CIL**	**LIF**	**GF Capital Receipts**	**HRA Capital Receipts**	**Prudential Borrowing**	**Revenue**	**Total Funding**
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
George Greens (Westferry)	1.692	26.808	21.392	-	**48.200**	**49.892**	3.129	2.856	24.443	-	-	-	19.464	-	**49.892**
Brady / Kobi Nazrul Centre	-	0.180	-	-	**0.180**	**0.180**	-	-	-	-	-	-	0.180	-	**0.180**
Poplar Bridge	0.155	0.680	0.260	-	**0.940**	**1.095**	0.260	0.835	-	-	-	-	-	-	**1.095**
St Saviour's Primary School Expansion	0.500	2.600	0.890	-	**3.490**	**3.990**	-	3.990	-	-	-	-	-	-	**3.990**
Oaklands Expansion	-	3.400	4.331	-	**7.731**	**7.731**	4.331	1.180	-	-	-	-	2.220	-	**7.731**
Liveable Streets	-	2.190	0.772	-	**2.962**	**2.962**	-	-	-	-	-	-	2.962	-	**2.962**
Idea Store Bow	0.004	-	-	-	**-**	**0.004**	-	-	-	-	-	-	0.004	-	**0.004**
Buxton Street East - Tree Planting and Park Entrance	0.226	-	-	-	**-**	**0.226**	-	0.226	-	-	-	-	-	-	**0.226**
Bartlett Park - Playground activity	0.391	-	-	-	**-**	**0.391**	-	0.391	-	-	-	-	-	-	**0.391**
Bancroft Library/new archive	-	3.300	3.300	-	**6.600**	**6.600**	-	1.126	-	-	-	-	5.474	-	**6.600**
Middlesex Street Regeneration Programme	0.572	0.428	-	-	**0.428**	**0.999**	-	0.999	-	-	-	-	-	-	**0.999**
Improvement Grants (Private Sector)	0.089	0.040	0.050	-	**0.090**	**0.179**	-	-	-	-	0.179	-	-	-	**0.179**
Berner Community garden	0.055	0.202	-	-	**0.202**	**0.257**	-	0.257	-	-	-	-	-	-	**0.257**
Mayer Parry Bridge	0.201	0.659	0.150	-	**0.809**	**1.010**	0.150	0.860	-	-	-	-	-	-	**1.010**
Open Spaces (Grow it here, Chicksand, Montague Landscape)	-	0.417	-	-	**0.417**	**0.417**	-	0.417	-	-	-	-	-	-	**0.417**
Streets are Spaces too (Durward Street, Brady Street)	-	0.396	-	-	**0.396**	**0.396**	-	0.396	-	-	-	-	-	-	**0.396**
Pocket Parks Project A12 Green Mile	0.030	-	-	-	**-**	**0.030**	-	0.030	-	-	-	-	-	-	**0.030**
Buxton Street West - Landscaping (Green Grid)	0.261	-	-	-	**-**	**0.261**	-	0.261	-	-	-	-	-	-	**0.261**
Road Works (South East)	0.570	-	-	-	**-**	**0.570**	-	-	0.570	-	-	-	-	-	**0.570**
TA Re-modelling	-	10.200	4.967	-	**15.167**	**15.167**	-	-	-	-	-	15.167	-	-	**15.167**
Registered Providers Grant Scheme	1.187	6.459	6.459	-	**12.918**	**14.106**	-	-	-	-	-	14.106	-	-	**14.106**
Indicative Feasibility Schemes - Asset Maximisation	0.826	-	-	-	**-**	**0.826**	-	-	-	-	0.826	-	-	-	**0.826**
Legacies of Empire & Colonialisation	-	-	0.157	-	**0.157**	**0.157**	-	0.157	-	-	-	-	-	-	**0.157**
Petticoat Lane Market Vision	0.043	-	-	-	**-**	**0.043**	-	0.043	-	-	-	-	-	-	**0.043**
Grand Total	**6.802**	57.959	42.728	-	**100.687**	**107.489**	**7.870**	**14.025**	**25.013**	**-**	**1.005**	**29.272**	**30.304**	**-**	**107.489**

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Capital Budget by Programme 2023-26 - Housing Revenue Account (HRA)

Appendix 8D

			Capital Budget 2023-26					Total Capital Budget Funding						
Directorate	**Programme**	**Revised Budget 2022-23**	2023-24	2024-25	2025-26	**Total 3 Year**	**Sum of Total Programme**	**S106**	**Capital Receipts**	**RTB Receipts**	**Major Repairs Reserve**	**Revenue Contribtions**	**Prudential Borrowing**	**Total Funding**
		£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Place	Approved Programme New Council Homes	53.768	127.061	117.772	66.524	**311.357**	**365.125**	11.007	32.771	74.283	24.213	41.239	181.611	**365.125**
	Approved Programme Projects	0.255	2.757	0.668	0.668	**4.092**	**4.347**	-	2.258	-	-	2.089	-	**4.347**
Place	Total	54.023	129.817	118.440	67.192	**315.449**	**369.472**	11.007	35.029	74.283	24.213	43.328	181.611	**369.472**
THH	THH Rolling Programme	20.435	26.368	20.892	26.917	**74.176**	**94.611**	-	-	-	65.222	23.347	6.042	**94.611**
THH	Total	20.435	26.368	20.892	26.917	**74.176**	**94.611**	-	-	-	65.222	23.347	6.042	**94.611**
HRA	**Total**	**74.458**	156.185	139.331	94.109	**389.625**	**464.084**	**11.007**	**35.029**	**74.283**	**89.435**	**66.676**	**187.654**	**464.084**

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Cabinet 25 January 2023	
Report of: James Thomas - Corporate Director Children and Culture	**Classification:** Unrestricted
Determination of School Admission Arrangements for 2024/25	

Lead Member	**Councillor Maium Talukdar Cabinet Member for Education and Lifelong Learning**
Originating Officer(s)	Catherine Grace, Head of School Admissions
Wards affected	All wards
Key Decision?	Yes
Reason for Key Decision	Significant impact on wards
Forward Plan Notice Published	26 October 2022
Strategic Plan Priority / Outcome	Accelerating education

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.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Agree the Local Authority Relevant Area (geographical area) for admissions purposes.

2. Agree the admission policy for admission to Community Nursery Schools/Classes in 2024/25, as set out in Appendix A.

3. Agree the admission policy for admission to Community Primary Schools in 2024/25, as set out in Appendix B.

4. Agree the admission policy for admission to Community Secondary Schools in 2024/25 as set out in Appendix C.

5. Agree the schemes for co-ordinating admissions to the Reception Year and Year 7 for 2024/25, as set out in Appendix F.

6. Agree the scheme for co-ordinating 'In-Year' Admissions for 2024/25, as set out in Appendix G.

7. Agree the planned admission number (PAN) for each school in Tower Hamlets in 2024/25, as set out in Appendix H.

8. Note the specific equalities considerations as set out in Paragraph 4.1.

1 REASONS FOR THE DECISIONS

1.1 The Local Authority 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 Local Authority 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 Local Authority's statutory duties as set out in the most recent revision of the Department for Education's School Admissions Code (September 2021).

1.3 The statutory timetable for the determination of School Admission Arrangements 2024-25 is as follows:

Date	Duty
Between 1 October 2022 and 31 January 2023	Consultation for a minimum of six weeks
By 28 February 2023	Determination (formal agreement) of admission arrangements
By 15 March 2023	Publication of admission arrangements
From 1 September 2023	Applications open for admission in September 2024

1.4 The co-ordination of all admission arrangements, including nursery and 'in-year' 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 When changes are proposed to the school admission arrangements, the Local Authority has a statutory duty to consult and determine the

arrangements that will apply for applications to its community schools the following school year, 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 Local Authority 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 Local Authority 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 The 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. This is to ensure transparency, openness, and relevance in 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.

3.2 A public consultation commenced on 13 October 2022 and concluded on 28 November 2022. An analysis of the responses is included as Appendix I to this Cabinet report. In summary, the consultation was promoted with a wide range of stakeholders and other interested groups including residents, schools and their governing bodies, neighbouring Local Authorities, Members, Local Authority employees. Promotions were delivered through the 'Let's Talk Tower Hamlets' and Local Authority websites, direct emails, social media, bulletins and newsletters, agenda items at a Joint Consultative meeting and Transition Team workshops and an open online event for parents and carers.

3.3 Respondents included parents, school staff Headteachers and Governors. The consultation website was visited over 277 times with 43 full responses received. A significant majority of those respondents agreed with all of the proposed changes. Informal feedback in meetings and conversations were positive and supportive, and indicate that those that were interested in the consultation did not feel the need to respond because the proposed changes are not contentious and will not lead to significant disadvantage.

3.4 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 19 October 2022.

Church, Academy & Free Schools

3.5 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 coordinating admissions for entry to primary and secondary school as set out in paragraphs 3.13 – 3.15 below.

3.6 Central Foundation Girls' School, George Green's School, London Enterprise Academy Mulberry Academy London Dock, Mulberry Academy Shoreditch, Mulberry School for Girls and Mulberry Stepney Green Maths, Computing and Science College have adopted the same admission arrangements as our community secondary schools.

Nursery Admissions Arrangements (Appendix A)

3.7 The Local Authority has a central system and process for co-ordinating admissions to nursery schools and 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).

3.8 The only proposed change to the existing admissions policy for community nursery schools/classes is the inclusion of random allocation as a tie break for the 2024/25 school year. This is to ensure a transparent and objective process. Where two or more children live an equal distance from the school, including instances where more than one child lives in a multi-occupancy building or block, a random draw will decide which child should be given the place.

3.9 Out of 42 individual full responses, 31 respondents (74%) agreed with the proposal. 11 respondents (26%) did not agree with the proposal.

Primary School Admission Arrangements (Appendix B)

3.10 Co-ordination 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 broadly in line with 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
2022/23	96.7%	97%
2021/22	95.3%	96.5%
2020/21	96.7%	95%

3.11 The only proposed change to the existing admission policy for community primary schools is the inclusion of random allocation as a tie break for the 2024/25 school year. Again, this is to ensure a transparent and objective process. Where two or more children live an equal distance from the school,

including instances where more than one child lives in a multi-occupancy building or block, a random draw will decide which child should be given the place.

3.12 Out of 43 full individual responses, 28 respondents (65%) agreed with the proposal.15 respondents (35%) did not agree with the proposal.

Secondary School Admission Arrangements (Appendix C)

3.13 The outcomes for children starting secondary school remain positive and also broadly in line with 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
2022/23	88.2%	89%
2021/22	88.5%	87%
2020/21	88.9%	88%

3.14 However, the small but noticeable trend down in the Tower Hamlets percentage success rates over the previous three years reflects the pressure on secondary school places as a result of rising Year 7 pupil numbers.

3.15 The first proposed change to the existing admission policy for community schools is the removal of the criterion giving priority to the first born or eldest child in the family. The 'first born' criterion is unique to Tower Hamlets and was introduced in the 1990s, to balance the effects of an inordinately high number of children being admitted under the sibling priority criterion. Over the years the numbers of places taken up by siblings has reduced in line with normal levels and is now consistent with other London boroughs. This has therefore removed the necessity for the continued use of the first-born criterion. The removal of the first born criterion will not adversely impact the sibling priority criterion, but it will give more opportunity for places to be offered to children where priority is determined by the home to school distance criterion. Data supporting this change is available in Appendix D.

3.16 27 respondents (63%) agreed with the proposal, 16 respondents (37%) did not agree with the proposal.

3.17 A further proposed change to the existing admission policy for community school is the removal of the South Wapping and West Bethnal Green priority admission areas. These priority admission areas were introduced to ensure that children in South Wapping and West Bethnal Green were able to have an equal chance of securing a place at a local secondary school. With the Mulberry Academy London Dock School planned to open in Wapping in September 2023, there is no longer the need for these priority areas. All

families across Tower Hamlets will now have the same opportunity to secure a place at a local school. Data supporting this change is available in Appendix E.

3.18 37 respondents (88%) agreed with the proposal. 5 respondents disagreed (12%) with the proposal.

3.19 The final proposed change to the existing admission policy for community secondary schools is the inclusion of random allocation as a tie break for the 2024/25 school year. Again, this is to ensure a transparent and objective process. Where two or more children live an equal distance from the school, including instances where more than one child lives in a multi-occupancy building or block, a random draw will decide which child should be given the place.

3.20 29 respondents (68%) agreed with the proposal. 14 respondents disagreed (33%) with the proposal.

3.21 As there were two significant changes proposed for the 2024/25 school year, there were comments on the oversubscription criteria for secondary school admissions. Where respondents did not agree with the proposed removal of the criteria giving priority to first born, and/or the removal of priority areas, it was because of concerns around fairness, disadvantage and a perceived lack of choice of school in the area.

Proposed Removal of Priority for 'First Born' or the Eldest Child Criterion

3.22 The 'first born' criterion is unique to Tower Hamlets and was introduced in the 1990s, to balance the effects of an extremely high number of children being admitted under the sibling priority criterion. Over the years the numbers of places taken up by siblings has reduced in line with normal levels and is now consistent with other London boroughs. This has therefore removed the need for the continued use of the first born criterion.

3.23 This change will essentially now mean that more places can be offered under both the sibling and distance criteria going forward. This removes the current potential for siblings not to be offered a place, when the the number of first born children offered is high.

Proposed Removal of South Wapping and West Bethnal Green Priority Admission Areas

3.24 The priority admission areas were introduced to ensure that children in South Wapping and West Bethnal Green were able to have an equal chance of securing a place at a local secondary school. With the Mulberry Academy London Dock School opening in Wapping by September 2024, there is no longer the need for these priority areas. Families across Tower Hamlets will now have the same opportunity to secure a place from a range of local school provision.

3.25 Data provided as part of the consultation showed that, over the last five years, on average less than 10% of children would not have been offered a place at Mulberry Girls, Mulberry Stepney Green and Swanlea school, had these schools not had priority areas as part of their arrangements. At Mulberry Girls this is significantly lower at closer to 3%.

3.26 A full analysis of the consultation results is provided in Appendix I.

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

3.27 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 receive a single highest preference offer of a school place at the earliest stage. The scheme and timetable are devised in conjunction with the other London Local Authorities which enables parents to apply for a place in their own borough as well as in other boroughs using a single application form.

3.28 There are no proposed changes to the existing coordinated scheme for admissions to Reception, Year 3, and Year 7 for the 2024/25 school year other than an update to the dates to reflect the calendar years.

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

3.29 The Local Authority also co-ordinates admissions for children who require a school place outside of the normal points of entry.

School Year	In-Year applications processed with at least one preference
2022/23	1077 (autumn term only)
2021/22	3101
2020/21	3168
2019/20	2180

3.30 We have seen current demand grow from 2180 applications naming at least one preference school (2019-20), to 3101 (2021-22). These increased numbers are now not expected to reduce. Many of these are new arrivals to the borough, including from abroad, and not currently attending school. However, Tower Hamlets has not seen the high numbers of asylum seekers and refugee children from programmes supporting Hong Kong Nationals, Afghans and Ukrainians. Migration into, and out of the borough as well as considerable movement within the borough can account for much of the increase in numbers. Which starts to create pressure from Year 8 across our schools. Other London Local Authorities are reporting similar pressures.

3.31 Coordinated in-year admission 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 vulnerable children and children who have experienced more complex problems and would therefore face tougher obstacles to them getting back into suitable education.

3.32 A scheme for coordinating in-year admissions is essential at a time when the numbers of children requiring school places outside the normal points of entry (i.e. Reception Year and Y7) 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.

3.33 There are no proposed changes to the existing coordinated scheme for in-year admissions for the 2024/25 school year other than an update to the dates to reflect the calendar years.

Published Admission Numbers for Schools in Tower Hamlets (Appendix H)

3.34 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 2024/25. The proposed PANs for each school in Tower Hamlets are listed in Appendix H. Any changes to PAN following planned expansion of St Saviour's Primary School and amalgamation of the Bishop Challoner Catholic Schools, will both be consulted on separately.

3.35 36 respondents (84%) agreed with the proposed planned admission numbers across all Tower Hamlets schools, 7 (16%) did not agree.

3.36 There were limited comments on the published admission numbers. A small number of respondents provided comments where they did not agree with the proposed planned admission numbers. In summary, these respondents asserted that schools should have discretion to take over their planned admission number, particularly where they are oversubscribed and/or have space for more pupils. A full analysis of the consultation results is provided in Appendix I.

4 EQUALITIES IMPLICATIONS

4.1 The Local Authority 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 Local Authority 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

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 as well as the impact of school transportation on the environment. 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 School Admissions Code (2021). Failure to do so could lead to legal challenge and a loss of confidence in Tower Hamlets as an admission authority.

5.4 Although, in practice, the Local Authority 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 Local Authority 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, particularly our most vulnerable.

6 COMMENTS OF THE CHIEF FINANCE OFFICER

6.1 School admissions are managed through the School Admission service which is funded from the Dedicated Schools grant (DSG) There are no financial implications to the General Fund contained within this report.

7 COMMENTS OF LEGAL SERVICES

7.1 A local authority has a general duty under section 13 of the Education Act 1996 to ensure that sufficient primary and secondary education is available to meet the needs of the population of their area. In addition, the Education and Skills Act 2008 requires local authorities to exercise their functions so as to promote the participation of young people aged 16-18 in education and training.

7.2 Statutory guidance (the School Admissions Code, published in January 2021) sets out the requirements imposed on a local authority relating to school admissions.

7.3 The matters set out in this report comply with the above legislation and guidance.

Linked Reports, Appendices and Background Documents

Linked Report

- NONE

Appendices

- **Appendix A**
  Proposed admission policy for Tower Hamlets community nursery schools & classes in 2024/25.

- **Appendix B**
  Proposed admission policy for Tower Hamlets community primary schools in 2024/25.

- **Appendix C**
  Proposed admission policy for Tower Hamlets community secondary schools in 2024/25.

- **Appendix D** Sibling offer data 2018 – 2022

- **Appendix E** Priority area data 2018 – 2022

- **Appendix F**
  Proposed co-ordinated schemes for admission to nursery, Reception, and Year 7 for 2024/25

- **Appendix G**
  Proposed co-ordinated scheme for In-Year admissions for 2024/25

- **Appendix H**
  Proposed published admission numbers for Tower Hamlets School 2024-25

- **Appendix I** Consultation results & analysis

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 AND CULTURE
Proposed Admission Policy for Community Nursery Classes and Schools (2024/25)

Version:	1.0
Date issued:	Proposed
Prepared by:	Pupil Access and School Sufficiency Children and Culture Directorate
Review date:	January 2024

Tower Hamlets Council
Town Hall
Mulberry Place
5 Clove Crescent
E14 2BG

The best of London in one borough

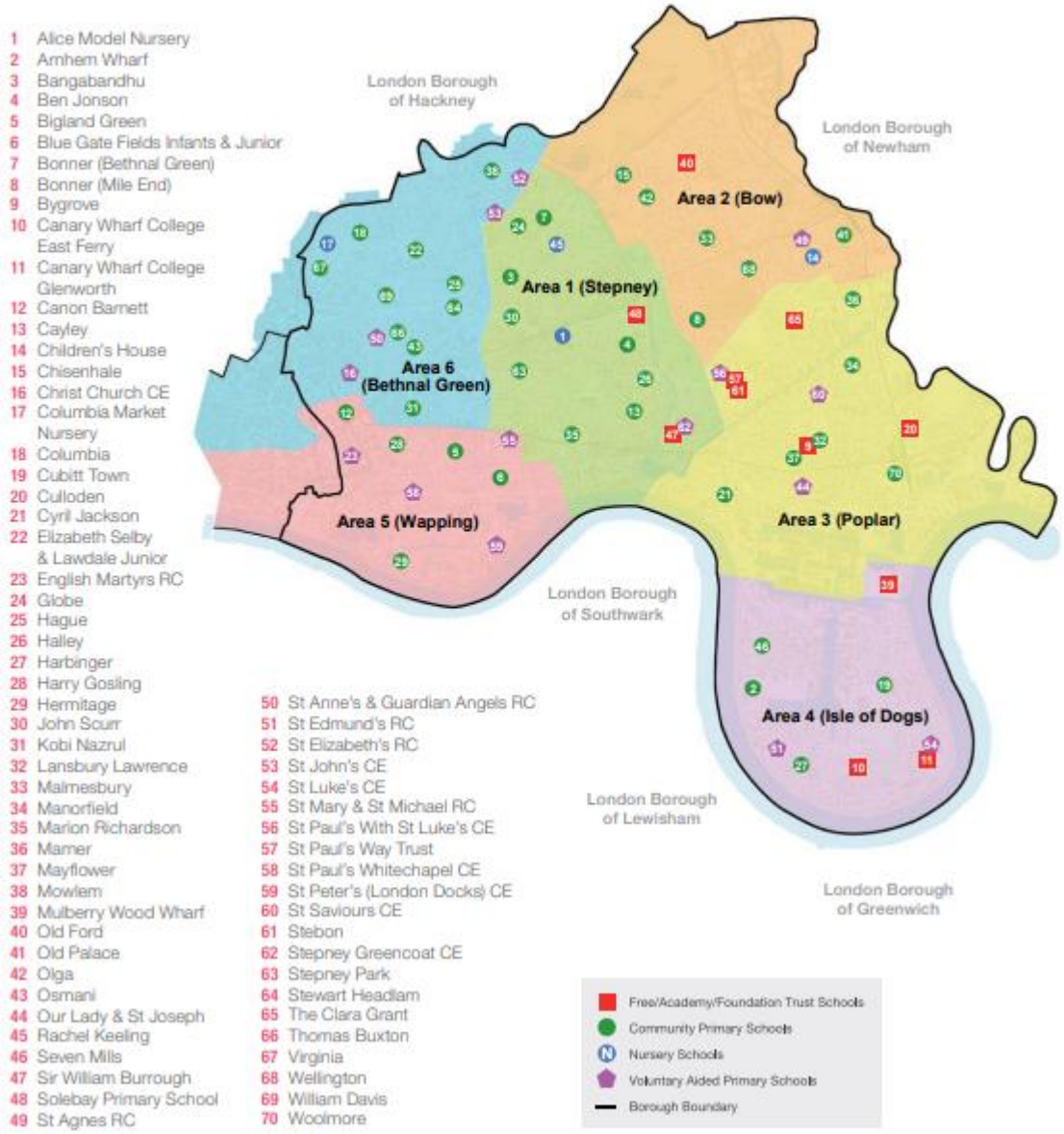
1.	**Introduction**
1.1	Nursery education is provided in a range of settings in Tower Hamlets. This policy is for nursery education provided in community schools. Children will normally attend either a nursery school or a nursery class attached to a primary school. Some schools provide nursery education 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 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 2020 and 31 August 2021 can apply for a part-time Nursery place in September 2024 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.
4.2	How to apply for a primary school place is set out in the Local Authority's school admissions booklet, 'Starting Nursery 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: TBC

4.3	The closing date for applications is **16th February 2024** and the date on which families are sent notification of the outcome is **8th May 2024.**
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, children who leave care under a special guardianship or residence order and adopted children who were previously in state care outside of England **(See Note 1)** 2) Children for whom it is deemed there is strong educational, 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 2)**; 3) Children living within the catchment area who have a sibling attending the school (including separate infants and junior schools) and who will continue to do so on the date of admission **(See Note 3)**; 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 4**); 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 (**See Note 5**); 6) Other children from within the catchment area of the school; 7) Children living outside of the catchment area with a sibling at the school; 8) Children living outside of the catchment area of the school applied to.
6.2	In the event of oversubscription within categories 3, 4, 5, 6, 7 and 8 above, priority will be given to children who live closest to the school by the shortest walking distance **(See Note 5)**.
6.3	Should two or more children live an equal distance from the school, including instances where more than one child lives in a multi-occupancy building, the offer of a place will be decided by random allocation.

6.4	**Note 1:** Confirmation of a child's looked after status will be required. A child is regarded as having been in state care in a place outside of England if they were accommodated by a public authority, a religious organisation or any other provider of care whose sole purpose is to benefit society. Parents must provide documentary evidence of both adoption and that the child was in state care for the local authority to consider. **Note 2:** 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 3:** Sibling refers to brother or sister, half brother or sister, adopted brother or sister, stepbrother 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 4:** 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 5:** A digitised ordnance survey map is used to measure the distance from the home address to the school's designated official entrance. **Note 6:** Private, independent, academy and voluntary aided school nurseries have their own admission policy.
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). 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 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 16th February 2024 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 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.
10.3	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.
10.4	If parents wish for their child to remain on the Reception waiting list after December, they must complete an In-Year Transfer form, which is available from the Admissions Service. 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.
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 Head of School Admissions.
12.2	Parents do not have the statutory right of appeal against the decision to refuse their child a nursery place.

Tower Hamlets Primary Schools for 2024/25 Catchment areas



Tower Hamlets Primary Schools for 2024/25
Catchment area 1 (Stepney)

Schools in the catchment area

Community schools:

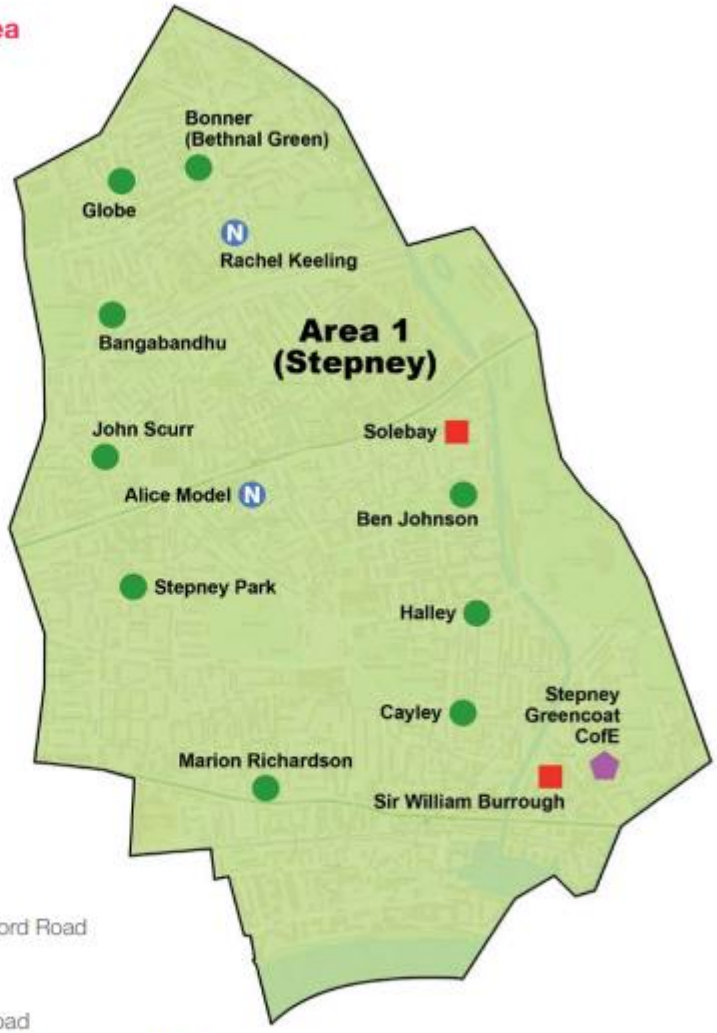
1 Alice Model Nursery
3 Bangabandhu
4 Ben Jonson
7 Bonner (Bethnal Green)
13 Cayley
24 Globe
26 Halley
30 John Scurr
35 Marion Richardson
45 Rachel Keeling Nursery
63 Stepney Park

Voluntary primary schools:

62 Stepney Greencoat CE

Academy/Free schools:

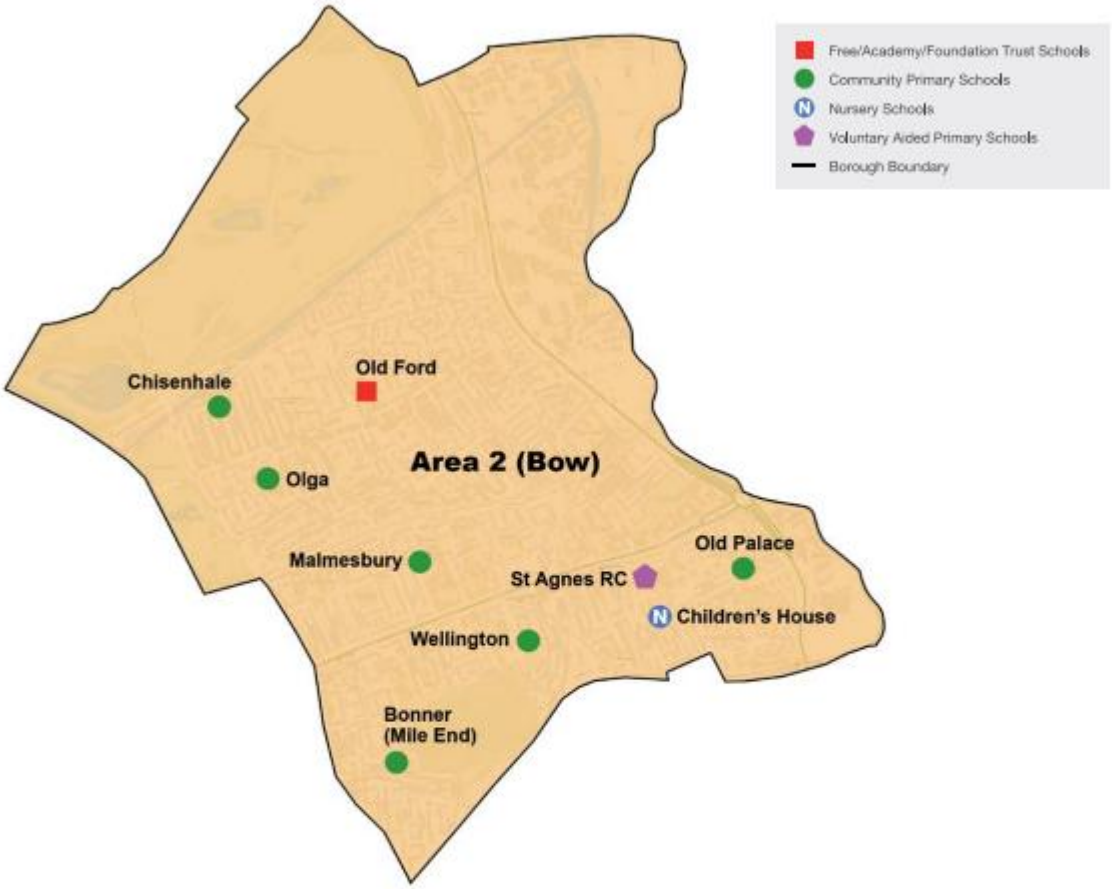
47 Sir William Burrough
48 Solebay – a Paradigm Academy (uses same admissions policy as community schools)



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

Tower Hamlets Primary Schools for 2024/25
Catchment area 2 (Bow)



Schools in the catchment area

Community schools:

8 Bonner (Mile End)
14 Children's House Nursery
15 Chisenhale
33 Malmesbury
41 Old Palace
42 Olga
68 Wellington

Voluntary primary schools:

49 St Agnes RC

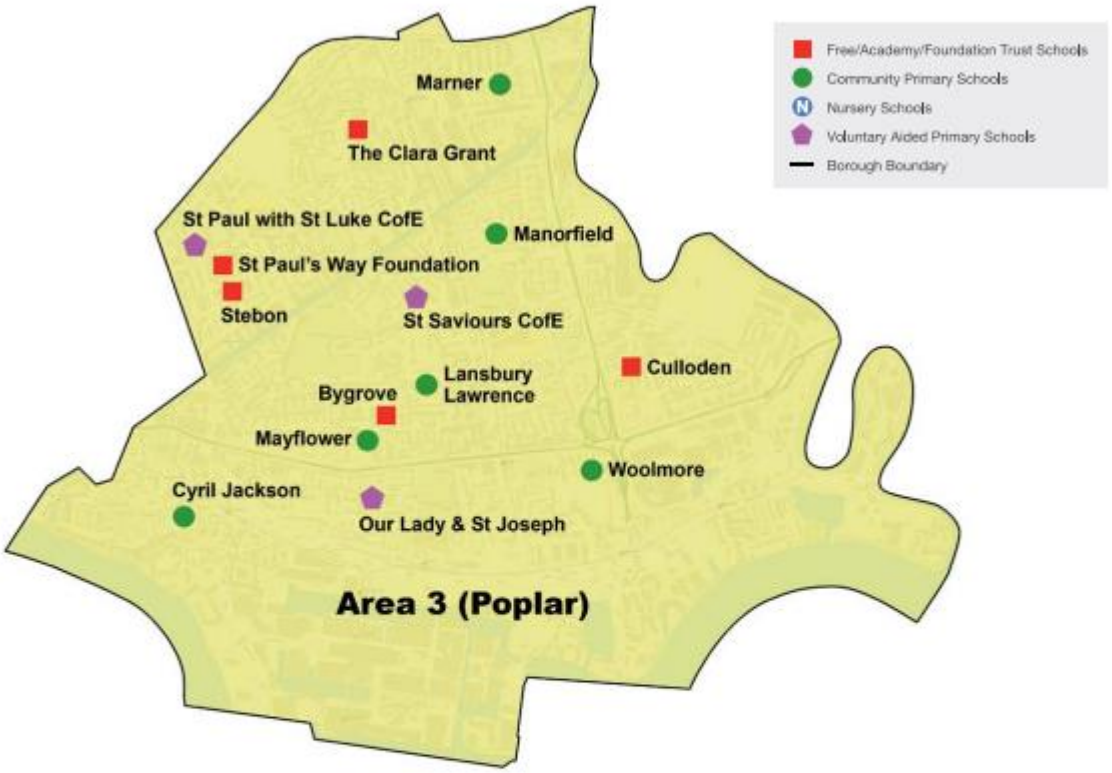
Academy/Free schools:

40 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

Tower Hamlets Primary Schools for 2024/25
Catchment area 3 (Poplar)



Schools in the catchment area

Community schools:

21 Cyril Jackson
32 Lansbury Lawrence
34 Manorfield
36 Marner
37 Mayflower
70 Woolmore

Voluntary primary schools:

44 Our Lady & St Joseph RC
56 St Paul's with St Luke's CE
60 St Saviours CE

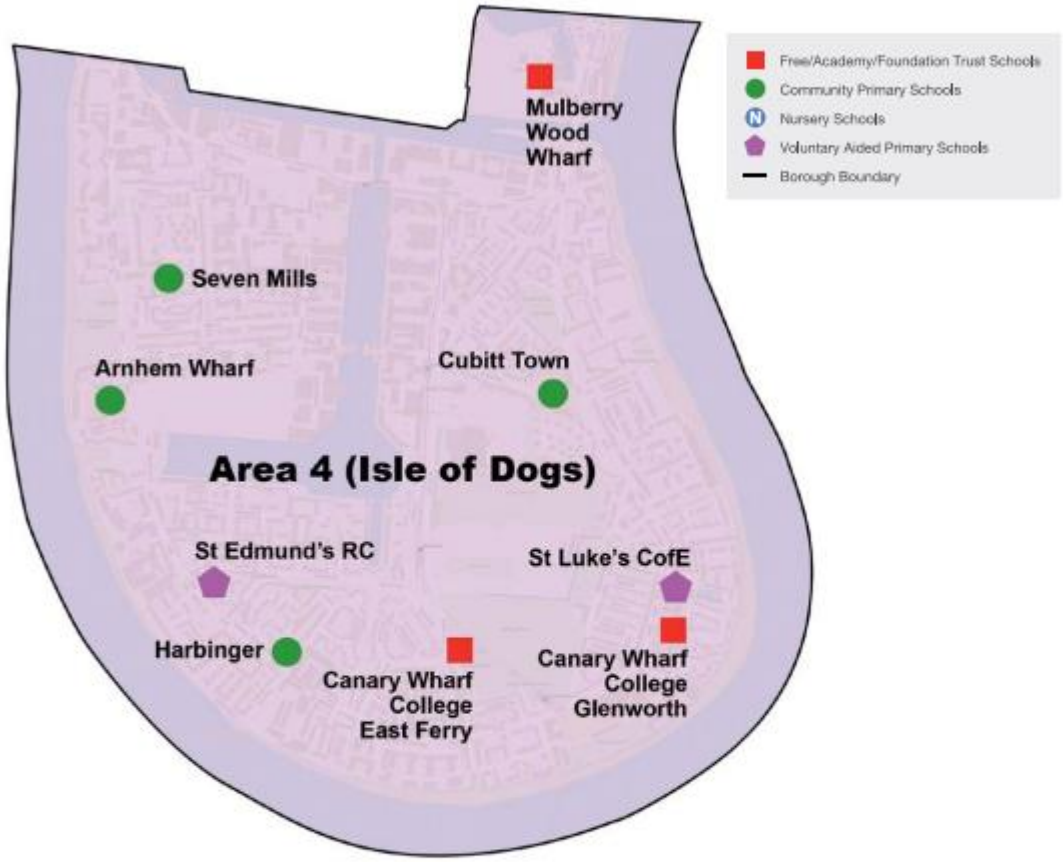
Academy/Free schools:

9 Bygrove (uses same admissions policy as community schools)
20 Culloden – a Paradigm Academy (uses same admissions policy as community schools)
57 St Paul's Way Trust (uses same admissions policy as community schools)
61 Stebon (uses same admissions policy as community schools)
65 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 Blackwall Basin

Tower Hamlets Primary Schools for 2024/25
Catchment area 4 (Isle of Dogs)



Schools in the catchment area

Community schools:

2 Arnhem Wharf
19 Cubitt Town
27 Harbinger
46 Seven Mills

Voluntary primary schools:

51 St Edmund's RC
54 St Luke's CE

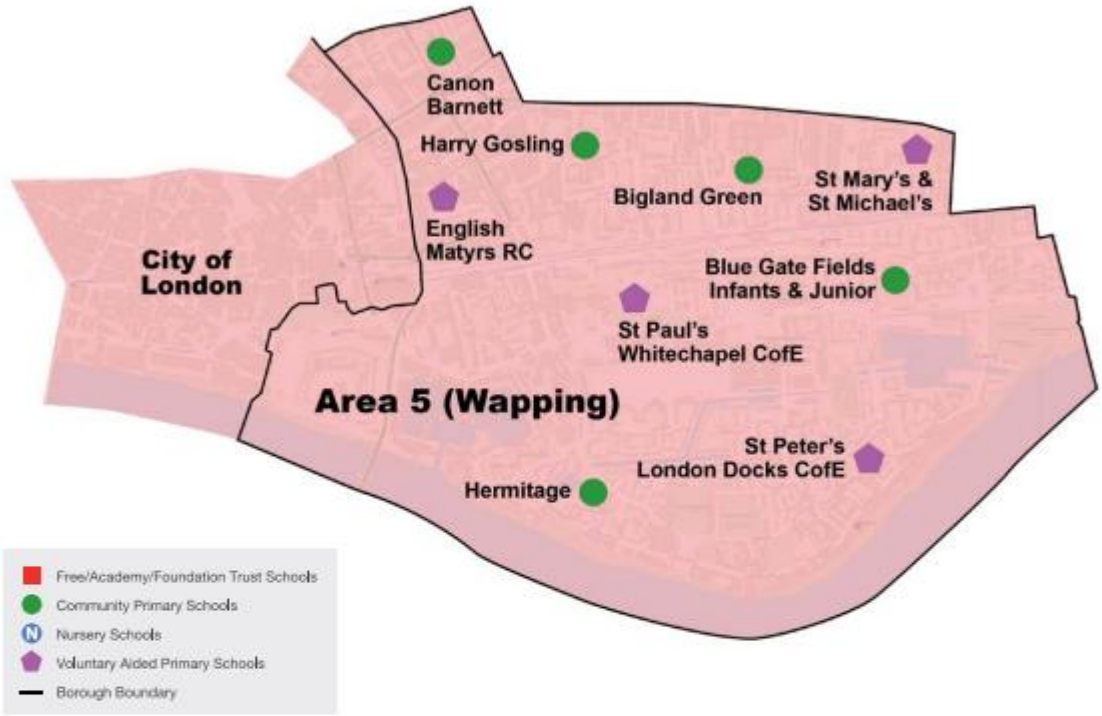
Academy/Free schools:

10 Canary Wharf College East Ferry
11 Canary Wharf College Glenworth
39 Mulberry Wood Wharf (uses same admissions policy as community schools)

Area covered

- South of Blackwall Basin
- North of River Thames

Tower Hamlets Primary Schools for 2024/25
Catchment area 5 (Wapping)



Schools in the catchment area

Community schools:

5 Bigland Green
6 Blue Gate Fields Infants & Junior
12 Canon Barnett
28 Harry Gosling
29 Hermitage

Voluntary primary schools:

23 English Martyrs RC
55 St Mary & St Michael RC
58 St Paul's Whitechapel CE
59 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

Tower Hamlets Primary Schools for 2024/25
Catchment area 6 (Bethnal Green)

Schools in the catchment area

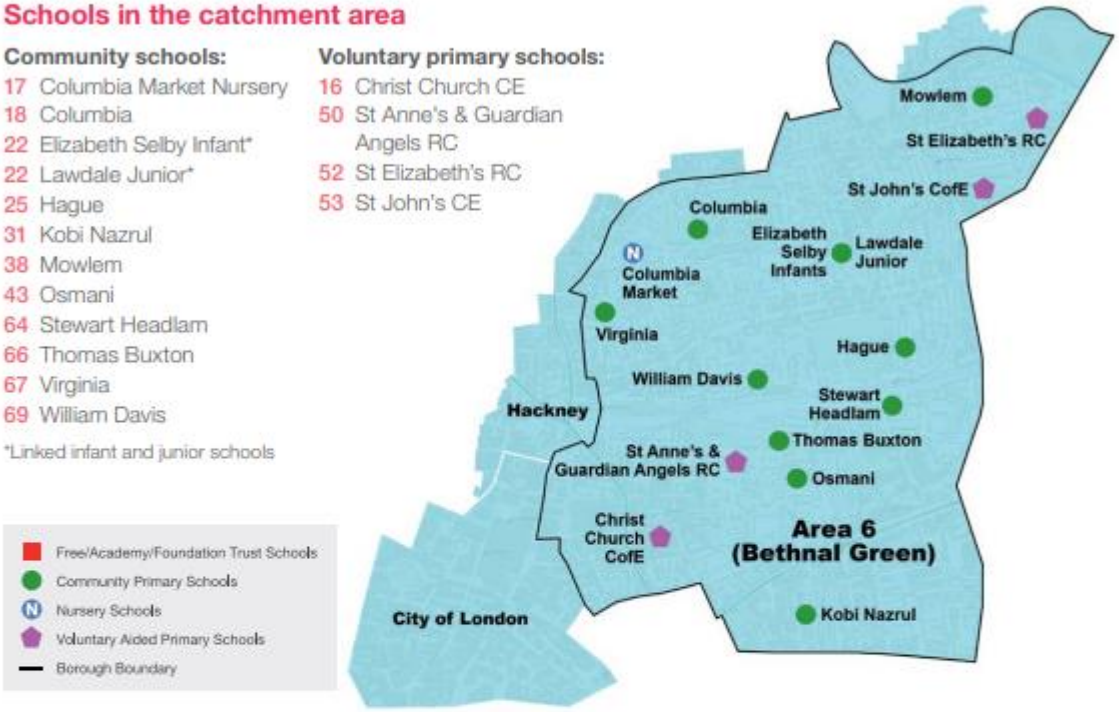
Community schools:

17 Columbia Market Nursery
18 Columbia
22 Elizabeth Selby Infant*
22 Lawdale Junior*
25 Hague
31 Kobi Nazrul
38 Mowlem
43 Osmani
64 Stewart Headlam
66 Thomas Buxton
67 Virginia
69 William Davis

*Linked infant and junior schools

Voluntary primary schools:

16 Christ Church CE
50 St Anne's & Guardian Angels RC
52 St Elizabeth's RC
53 St John's CE



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

TOWER HAMLETS CHILDREN AND CULTURE
Admission Policy for Community Primary Schools (2024/25)

Version:	1.0
Date issued:	Proposed
Prepared by:	Pupil Access and School Sufficiency Children and Culture Directorate
Review Date:	January 2024

Tower Hamlets Council
Town Hall
Mulberry Place
5 Clove Crescent
E14 2BG

The best of London in one borough

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 approval by Corporate Director and Lead Cabinet Member. 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, children who leave care under a special guardianship or residence order and adopted children who were previously in state care outside of England **(See Note 1)** 2) Children for whom it is deemed there is 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 2)**; 3) Children living within the catchment area who have a sibling attending the school (including separate infants and junior schools) and who will continue to do so on the date of admission **(See Note 3)**; 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 4)**; 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 with a sibling at the school; 8) Children living outside the catchment area.

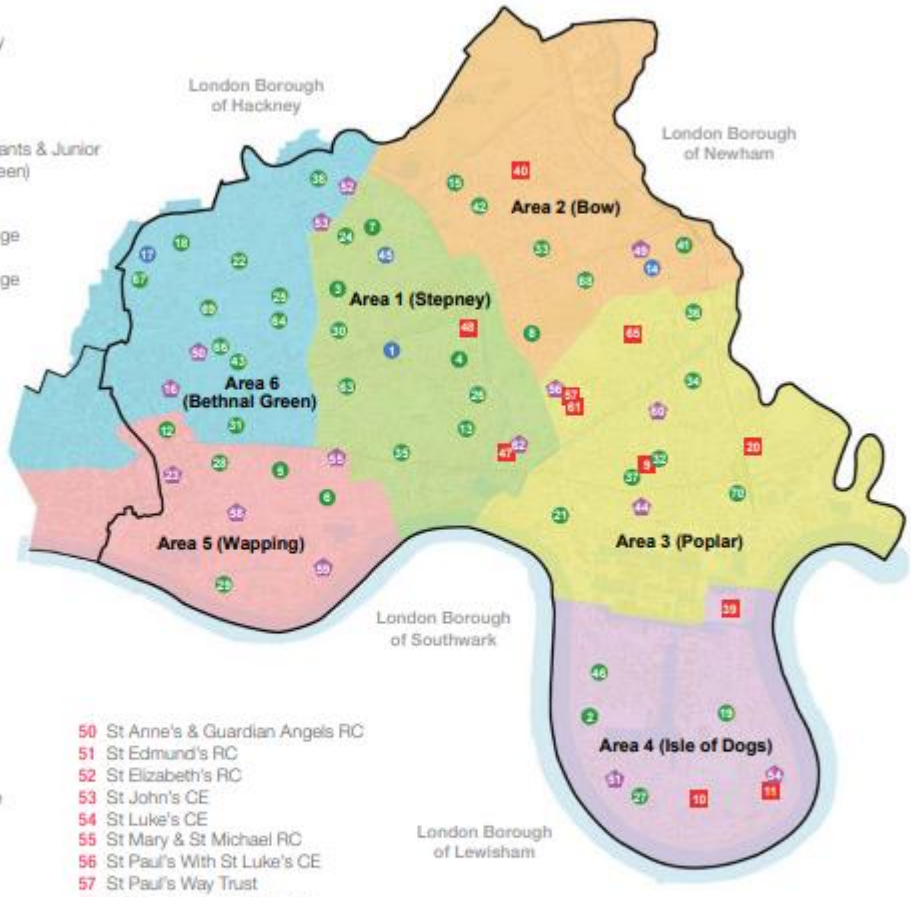
3.2	In the event of oversubscription within categories 4, 5, 6, 7 and 8 above, priority will be given to children who live closest to the school by the shortest walking distance. A digitised ordnance survey map is used to measure the distance from the home address to the school's designated official entrance.
3.3	Should two or more children live an equal distance from the school, including instances where more than one child lives in a multi-occupancy building, the offer of a place will be decided by random allocation.
3.4	**Note 1:** Confirmation of a child's looked after status will be required. A child is regarded as having been in state care in a place outside of England if they were accommodated by a public authority, a religious organisation or any other provider of care whose sole purpose is to benefit society. Parents must provide documentary evidence of both adoption and that the child was in state care for the local authority to consider. **Note 2:**. 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 3:** Sibling refers to brother or sister, half brother or sister, adopted brother or sister, stepbrother or sister, or the child of the parent/carer's partner. Resident at the same address. The address used should be the one that the child usually lives at and attends school from. Includes the sibling of child who does not live within the school's catchment area, but who was admitted on or before 22nd July 2023. **Note 4:** 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 75 to 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 2019 and 31 August 2020 would normally start primary school in Reception in the school year beginning in September 2024. 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	Applications can be made by parents or carers with parental responsibilities who are residents of Tower Hamlets and professionals with parents' agreement.
7.2	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:
7.3	The closing date for applications is **15 January 2024** and the date on which families are sent notification of the outcome is **16 April 2024**.

8.	**Late Applications**
8.1	Applications received after the 15 January 2024 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 2024. 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 Admissions Service 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. If a vacancy arises, it will be offered to the first applicant on the waiting list. If parents wish for their child to remain on the Reception waiting list after December, they must complete an In-Year Transfer form, which is available from the Admissions Service. 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.

11.	**Infant to Junior Applications**
11.1	Parents of children in Year 2 of an infant school must make an application to transfer to the linked junior school by 15 January 2024. A child is guaranteed a place at the linked junior school provided an application is made by the closing date and the child is still in attendance at the school. The application simply involves completing and a form online via the E-admissions website. Parents who wish to apply for a Year 3 place at schools other than the linked junior school will need to complete the Local Authority's In-Year Transfer Form available from the School Admissions Website: www.towerhamlets.gov.uk/schooladmissions.

Tower Hamlets Primary Schools for 2024/25 Catchment areas



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
20 Culloden
21 Cyril Jackson
22 Elizabeth Selby & Lawdale Junior
23 English Martyrs RC
24 Globe
25 Hague
26 Halley
27 Harbinger
28 Harry Gosling
29 Hermitage
30 John Scurr
31 Kobi Nazrul
32 Lansbury Lawrence
33 Malmesbury
34 Manorfield
35 Marion Richardson
36 Marner
37 Mayflower
38 Mowlem
39 Mulberry Wood Wharf
40 Old Ford
41 Old Palace
42 Olga
43 Osmani
44 Our Lady & St Joseph
45 Rachel Keeling
46 Seven Mills
47 Sir William Burrough
48 Solebay Primary School
49 St Agnes RC
50 St Anne's & Guardian Angels RC
51 St Edmund's RC
52 St Elizabeth's RC
53 St John's CE
54 St Luke's CE
55 St Mary & St Michael RC
56 St Paul's With St Luke's CE
57 St Paul's Way Trust
58 St Paul's Whitechapel CE
59 St Peter's (London Docks) CE
60 St Saviours CE
61 Stebon
62 Stepney Greencoat CE
63 Stepney Park
64 Stewart Headlam
65 The Clara Grant
66 Thomas Buxton
67 Virginia
68 Wellington
69 William Davis
70 Woolmore

Tower Hamlets Primary Schools for 2024/25
Catchment area 1 (Stepney)

Schools in the catchment area

Community schools:

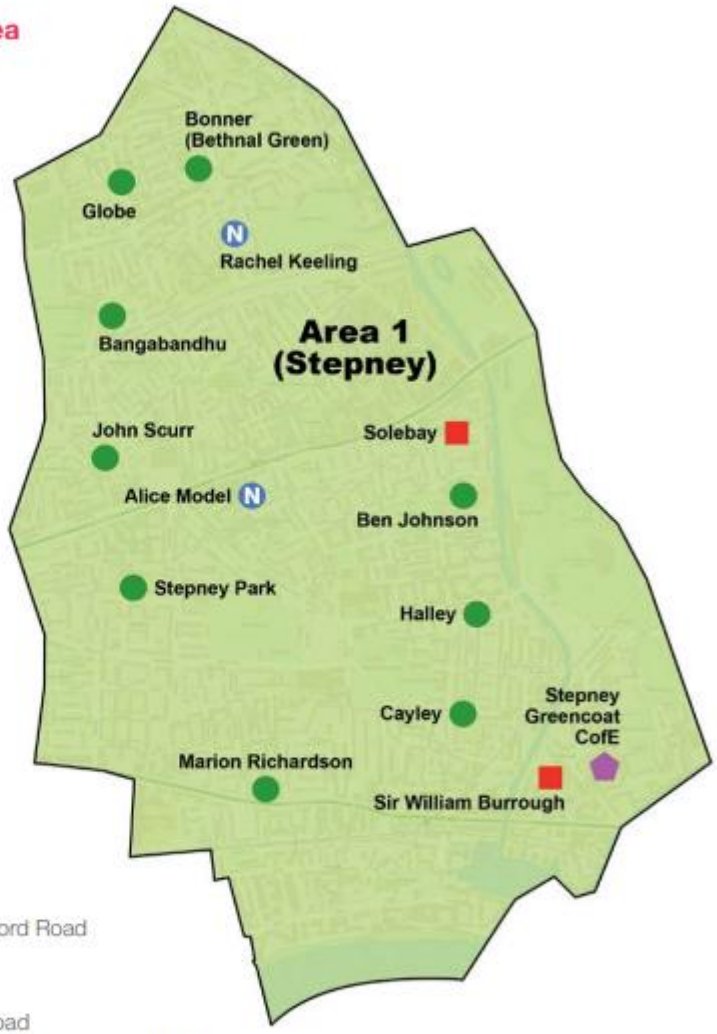
1 Alice Model Nursery
3 Bangabandhu
4 Ben Jonson
7 Bonner (Bethnal Green)
13 Cayley
24 Globe
26 Halley
30 John Scurr
35 Marion Richardson
45 Rachel Keeling Nursery
63 Stepney Park

Voluntary primary schools:

62 Stepney Greencoat CE

Academy/Free schools:

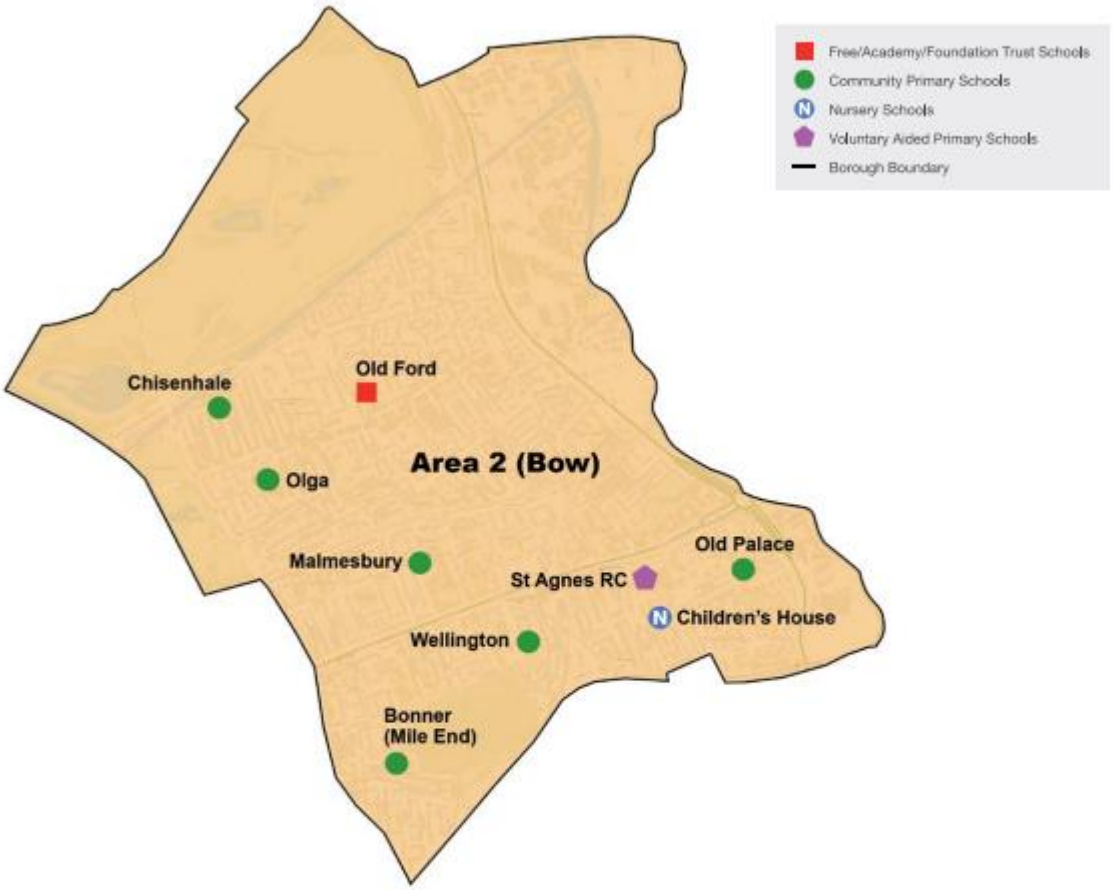
47 Sir William Burrough
48 Solebay – a Paradigm Academy (uses same admissions policy as community schools)



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

Tower Hamlets Primary Schools for 2024/25
Catchment area 2 (Bow)



Schools in the catchment area

Community schools:

8 Bonner (Mile End)
14 Children's House Nursery
15 Chisenhale
33 Malmesbury
41 Old Palace
42 Olga
68 Wellington

Voluntary primary schools:

49 St Agnes RC

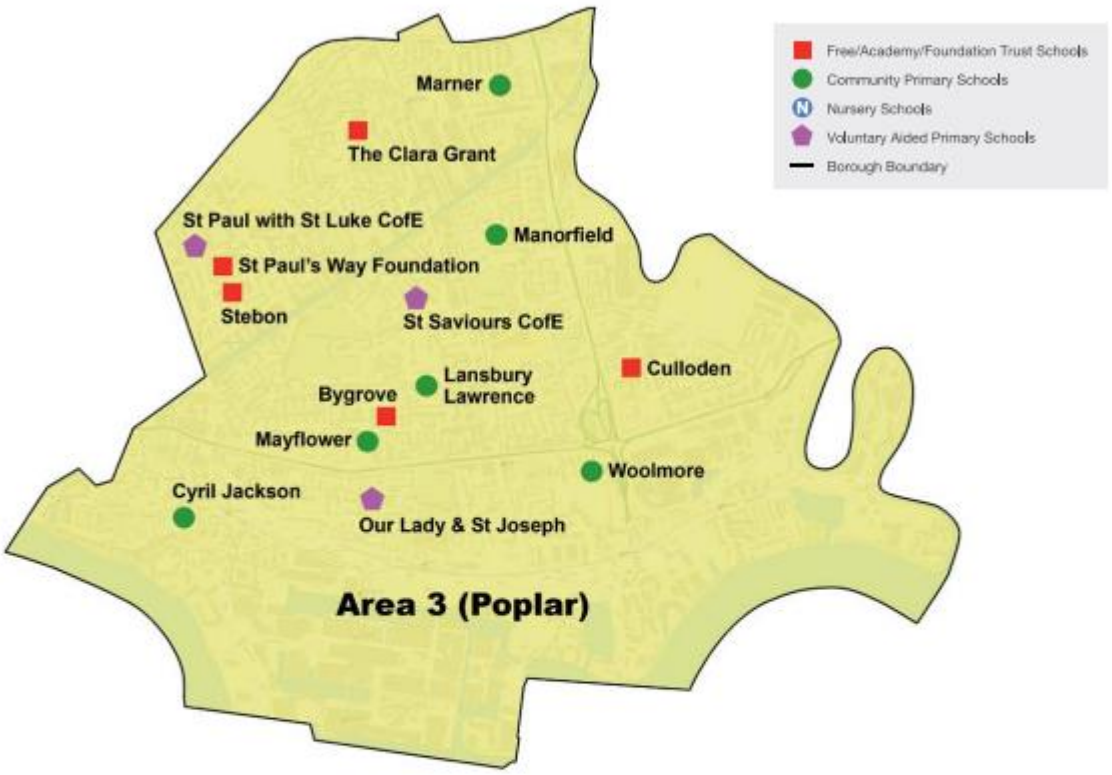
Academy/Free schools:

40 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

Tower Hamlets Primary Schools for 2024/25
Catchment area 3 (Poplar)



Schools in the catchment area

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37 Mayflower
70 Woolmore

Voluntary primary schools:

44 Our Lady & St Joseph RC
56 St Paul's with St Luke's CE
60 St Saviours CE

Academy/Free schools:

9 Bygrove (uses same admissions policy as community schools)
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61 Stebon (uses same admissions policy as community schools)
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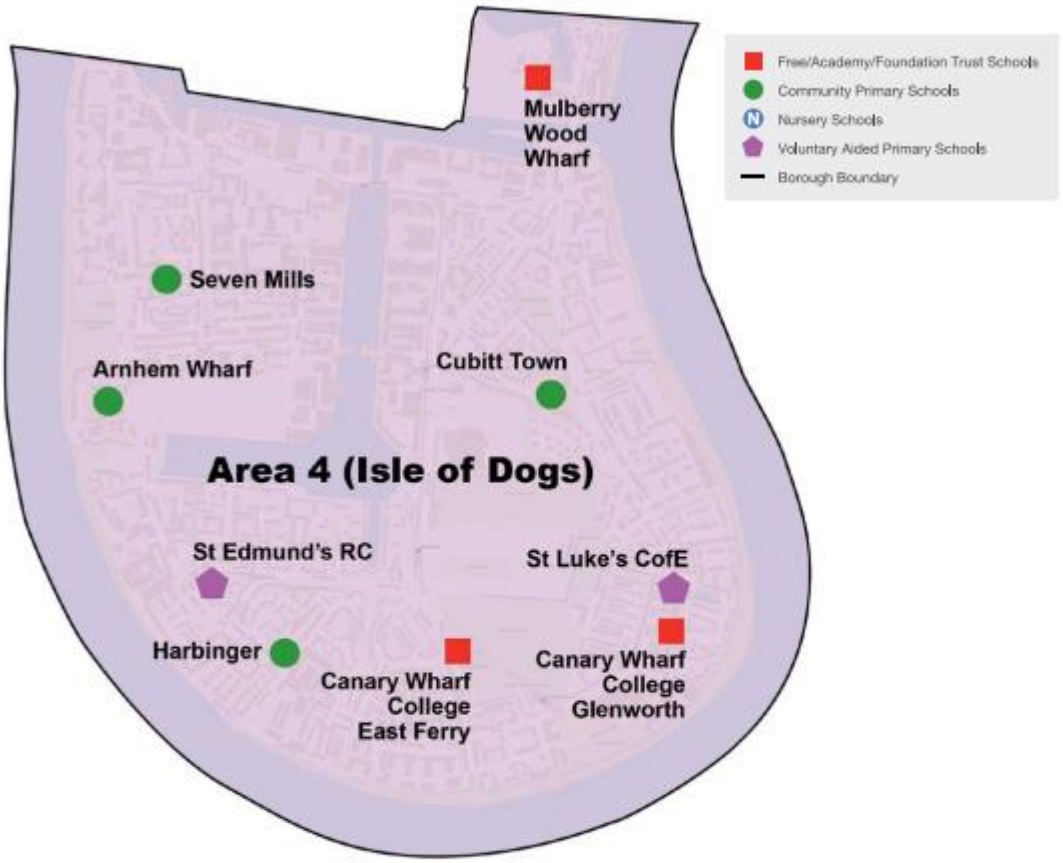
Area covered

- 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 Blackwall Basin

Tower Hamlets Primary Schools for 2024/25
Catchment area 4 (Isle of Dogs)



Schools in the catchment area

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19 Cubitt Town
27 Harbinger
46 Seven Mills

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51 St Edmund's RC
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10 Canary Wharf College East Ferry
11 Canary Wharf College Glenworth
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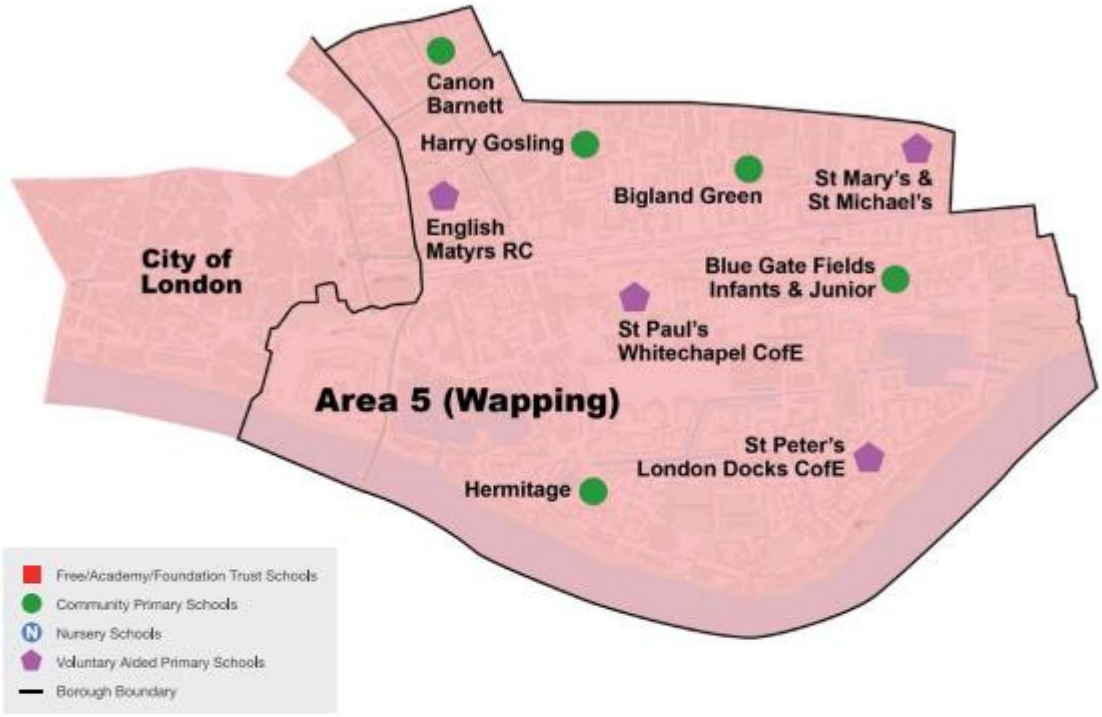
Tower Hamlets Primary Schools for 2024/25
Catchment area 5 (Wapping)



Schools in the catchment area

Community schools:

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28 Harry Gosling
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Voluntary primary schools:

23 English Martyrs RC
55 St Mary & St Michael RC
58 St Paul's Whitechapel CE
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Area covered

Tower Hamlets

- South of Wentworth Street (up to Osborn Street)
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Tower Hamlets Primary Schools for 2024/25
Catchment area 6 (Bethnal Green)

Schools in the catchment area

Community schools:

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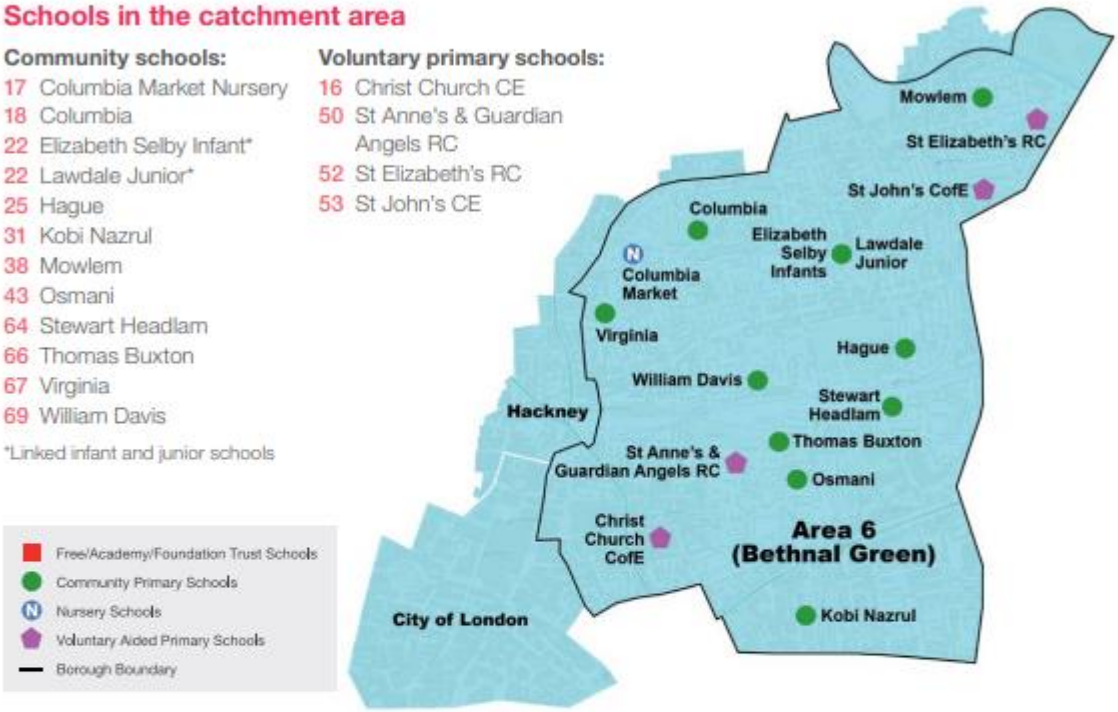

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- North of Wentworth Street (from Osborn Street to Middlesex Street)
- East of Middlesex Street, Norton Folgate and Boundary Street

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)
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- West of Columbia Road
- North of Hackney Road
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- West of Hackney Road, Boundary Street and Shoreditch High Street
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- West of Norton Folgate and Bishopsgate
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TOWER HAMLETS CHILDREN AND CULTURE
Admission Policy for Community Secondary Schools
(and Central Foundation Girls' School, George Green's School, London Enterprise Academy, Mulberry Academy London Dock, Mulberry Academy Shoreditch, Mulberry School for Girls and Mulberry Stepney Green Maths Computing and Science College)
(2024/25)

Version: 1.0

Date issued: Proposed

Prepared by: Pupil Access and School Sufficiency
Children and Culture Directorate

Review Date: January 2024

Tower Hamlets Council
Town Hall
Mulberry Place
5 Clove Crescent
E14 2BG

The best of London in one borough

1.	**Foreword**
1.1	Tower Hamlets Local Authority seeks to operate an admissions system that provides equal and fair opportunities to all applicants.
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 including adopted children who were previously looked after, children who leave care under a special guardianship or residence order and adopted children who were previously in state care outside of England **(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 who have a brother or sister at the school at the time of admission. **(See Note 4)**. 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 5)**. 5) Children who live nearest to the school by the shortest walking route. **(See Note 6)**.
3.2	In the event of oversubscription within category 4, 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.
3.3	Should two or more children live an equal distance from the school, including instances where more than one child lives in a multi-occupancy building, the offer of a place will be decided by random allocation.

3.4	**Note 1:** Parents of children with an Education, Health and Care Plan (EHCP) should note that Tower Hamlet 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. A child is regarded as having been in state care in a place outside of England if they were accommodated by a public authority, a religious organisation or any other provider of care whose sole purpose is to benefit society. Parents must provide documentary evidence of both adoption and that the child was in state care for the local authority to consider. **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, stepbrother 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 admit an even balance of pupils in different ability ranges. All Tower Hamlets community schools as well as Central Foundation Girls', George Green's, London Enterprise Academy Mulberry Academy London Dock, Mulberry Academy Shoreditch, Mulberry School for Girls, Mulberry Stepney Green Maths Computing and Science College, Stepney All Saints Church of E School and St Paul's Way Trust use banding.
4.2	The band for a pupil attending a Tower Hamlets primary school will be determined by a teacher assessment in reading. The results of the assessment will be 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 will also determine the band by asking the primary school for a teacher assessment in reading.

5.	**Exceptional Medical or Social Reasons**
5.1	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 2023. The application will be considered by the Primary / Secondary Transfer Committee.
6.	**Confirmation of Address**
6.1	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 Admissions Service 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.
7.	**Siblings in the same year group transferring**
7.1	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.
8.	**Applying for a Place**
8.1	Applications can be made by parents or carers with parental responsibilities who are residents of Tower Hamlets and professionals with parents' agreement.
8.2	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:
8.3	The closing date for applications is **31 October 2023** and the date on which families are sent notification of the outcome is **1 March 2024.**
9.	**Late applications**
9.1	Applications received after the 31 October 2023 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 normally be dealt with after the first round of offers on 1 March 2024. Where a school is already full the late applicant will be not be offered a place and will be automatically added to 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.	**Changing Preferences**
10.1	Parents and carers may not change their preferences unless there are 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.
11.	**Waiting Lists**
11.1	The Admissions Service will hold the waiting lists for Tower Hamlets community schools and schools that use the council's admission policy. Until September 2024, 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 2024, 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 Admissions Service. 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.

Secondary Transfer 2024

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

TOWER HAMLETS

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 submit an online application 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, Stepney All Saints Church of England Secondary or Canary Wharf College Crossharbour. These forms are available directly from the schools.

Bow School	Morpeth School	Stepney All Saints Church of England Secondary
Central Foundation Girls School	Mulberry Academy London Dock	St Paul's Way Trust School
George Green's School	Mulberry Academy Shoreditch	Swanlea School
Langdon Park School	Mulberry Stepney Green (Formerly known as Stepney Green)	
London Enterprise Academy	Oaklands School	

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:

Secondary schools and registered independent secondary schools in Tower Hamlets

Secondary schools

A Bishop Challoner Catholic Federation of Schools
Voluntary Aided Boys' and Girls' Comprehensive Schools
352 Commercial Road, London E1 0LB
Tel: 020 7791 9500

B Bow School
Community Mixed Comprehensive School
44 Twelvetrees Crescent
London E3 3QW
Tel: 020 7536 5525

C Canary Wharf College Crossharbour
Mixed Free School
Selsdon Way, London E14 9GL
Tel: 020 3383 6100

D Central Foundation Girls' School
Voluntary Aided Girls' Comprehensive School
25-33 Bow Road, London E3 2AE
Tel: 020 8981 1131

E George Green's School
Voluntary Controlled Mixed Comprehensive School
100 Manchester Road, London E14 3DW
Tel: 020 7987 6032

F Langdon Park School
Community Mixed Comprehensive School
Bright Street, London E14 0RZ
Tel: 020 7987 4811

G London Enterprise Academy
Mixed Free School
81-91 Aneurin Bevin House,
Commercial Road, London E1 1RD
020 7426 0746

H Morpeth School
Mixed Comprehensive School
Portman Place, London E2 0PX
Tel: 020 8981 0921

I Mulberry Academy London Dock
Mixed Academy School
10 Virginia Street, London, E1W 2AD

I(2) Temporary site:
Wellclose Square, London E1 8HY
(Former Shapla Primary School site)

J Mulberry Academy Shoreditch
Mixed Academy School
Gosset Street, London E2 6NW
Tel: 020 7920 7900

K Mulberry School for Girls
Academy Girls School
Richard Street, Commercial Road,
London E1 2JP
Tel: 020 7790 6327

L Mulberry Stepney Green Maths, Computing and Science College
Mixed Academy School
Ben Jonson Road, London E1 4SD
Tel: 020 7790 6361

M Oaklands School
Community Mixed Comprehensive School
Old Bethnal Green Road
London E2 6PR
Tel: 020 7613 1014

N Stepney All Saints CofE Secondary School
Voluntary Aided Mixed Comprehensive School
Stepney Way, London E1 0RH
Tel: 020 7790 6712

O St Paul's Way Trust School
Mixed Academy School
125 St Paul's Way, London E3 4FT
Tel: 020 7987 1883

P Swanlea School
Community Mixed Secondary Comprehensive School
31 Brady Street, London E1 5DJ
Tel: 020 7375 3267

Q Wapping High School
Mixed Free School
153-157 Commercial Road,
London E1 2DA
Tel: 020 3597 3870

14-19 provision

1 East London Arts & Music
45 Maltings Close, E3 3TA
Tel: 020 7515 2159
Please visit www.elam.co.uk
Email: info@elam.co.uk

2 London East Alternative Provision (LEAP)
21 Toilet Street, London E1 4EE
Tel: 020 7791 7720

3 Mulberry University Technical College
64 Parnell Road, E3 2RU
Tel: 020 3137 7024

4 New City College - Tower Hamlets
14-19 College
Poplar High Street, London E14 0AF
Tel: 020 7510 7510 / 0330 135 9000

5 South Quay College
14-16 Provision
32 Mastmaker Court, Mastmaker Road,
London E14 9UB
Tel: 020 3727 6300

Registered independent secondary schools

R Darul Hadis Latifiah
1 Cornwall Avenue, London E2 0HW
Tel: 020 8983 3663
Mixed school, age range 11-20 years

S Jamiatul Ummah
56 Bigland Street, London E1 2ND
Tel: 020 7790 7878
Boys' school, age range 11-16 years

T London East Academy
London Muslim Centre
46 Whitechapel Road, London E1 1JX
Tel: 020 7650 3070
Boys' school, age range 11-16 years

U London Islamic School
18-22 Damien Street, London E1 2HX
Tel: 020 7265 9667
Boys' school, age range 11-16 years

V Madani Secondary Girls' School
Myrdle Street, London E1 1HL
Tel: 020 7377 1992
Girls' school, age range 11-18 years

W Mahazirul Uloom London
241-243 Mile End Road, London E1 4AA
Tel: 020 7702 8533
Boys' school, age range 11-16 years

X River House Montessori School
Unit C Great Eastern Enterprise Centre
3 Millharbour, London E14 9XP
Tel: 020 7538 9886
Mixed school, age range 3-16 years

Y The Complete Works Independent School
3rd Floor, Universal House
88-94 Wentworth Street, E1 7SA
Tel: 020 7377 0280
Mixed school age range 5-18

Special schools

Places at these schools are authorised by the Special Educational Needs (SEN) Panel following a statutory assessment or annual review. Further advice is available from the special educational needs section on 020 7364 4880.

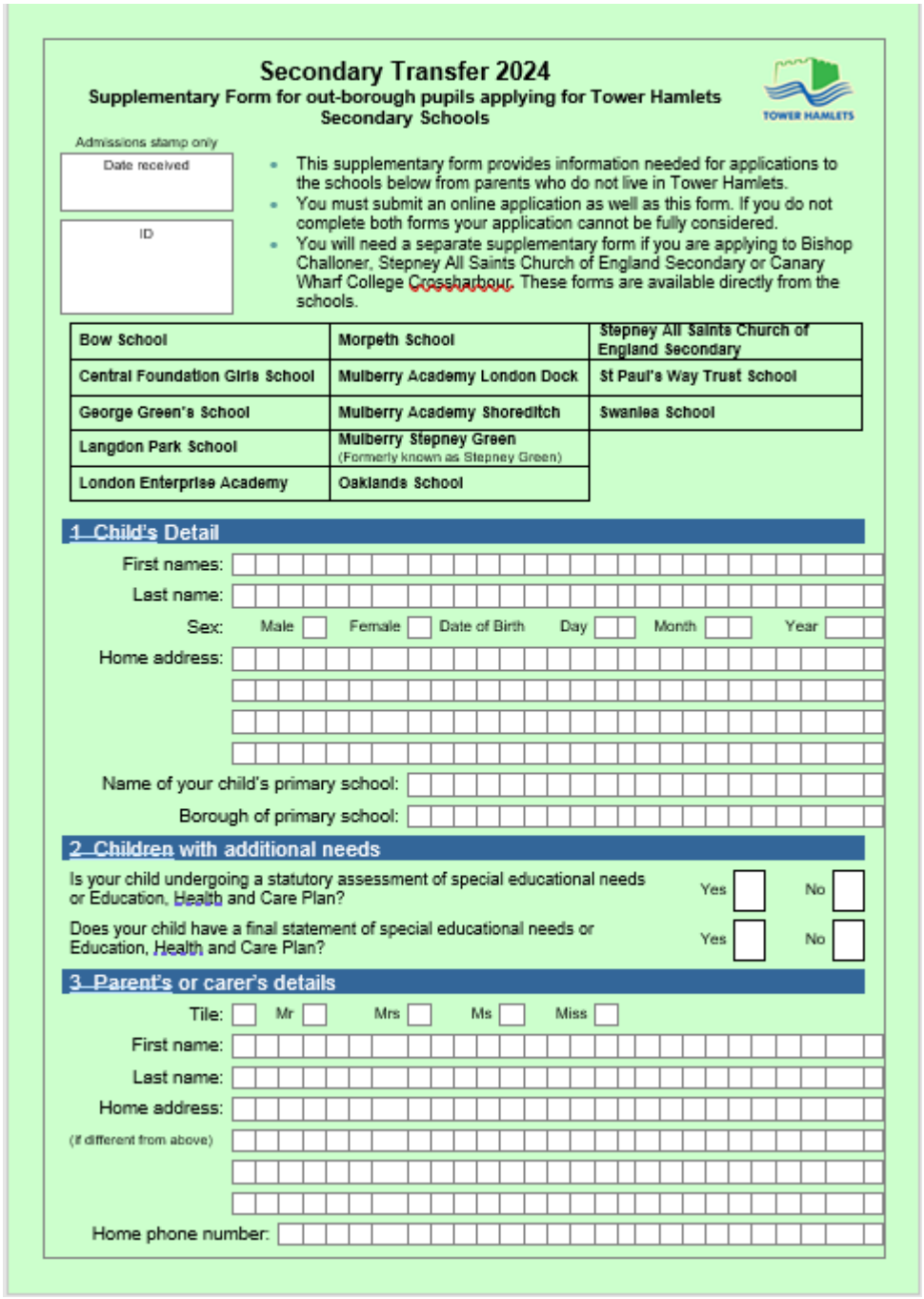
S1 Beatrice Tate School
41 Southern Grove, London E3 4PX
Tel: 020 8983 3760

S2 Ian Mikardo High School
60 William Guy Gardens, Talwin Street,
London E3 3LF
Tel: 020 8981 2413

S3 Phoenix School
49 Bow Road, London E3 2AD
Tel: 020 8980 4740

Bowden House School
Firle Road, Seaford, East Sussex, BN25 2JB
Tel: 01323 893 138

Secondary schools and registered independent secondary schools in Tower Hamlets



Secondary Transfer 2024

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

TOWER HAMLETS

Admissions stamp only

Date received

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George Green's School	Mulberry Academy Shoreditch	Swanlea School
Langdon Park School	Mulberry Stepney Green (Formerly known as Stepney Green)	
London Enterprise Academy	Oaklands School	

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

Tile: Mr ☐ Mrs ☐ Ms ☐ Miss ☐

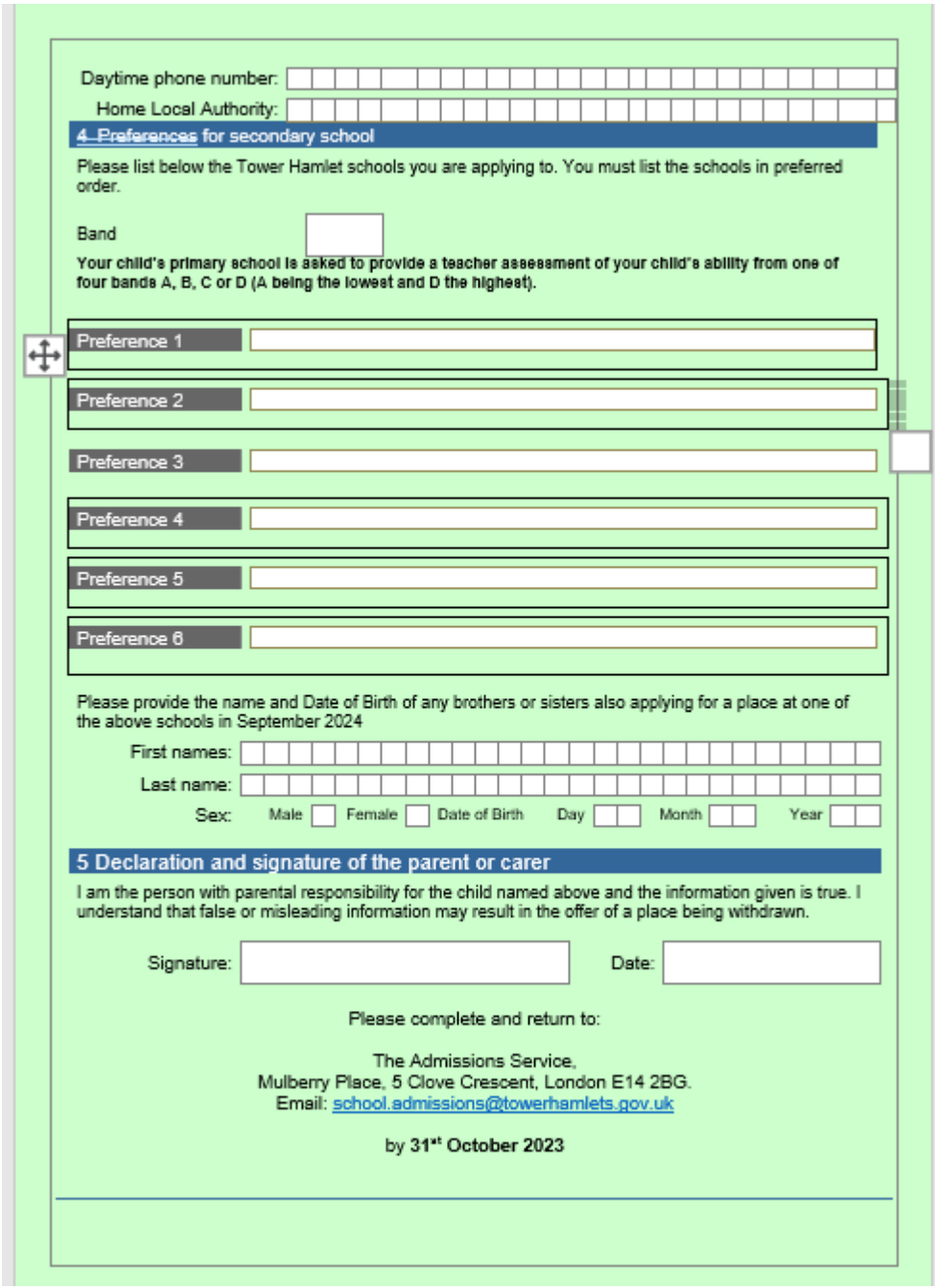
First name:

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.

Band

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 2024

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:

The Admissions Service,
Mulberry Place, 5 Clove Crescent, London E14 2BG.
Email: school.admissions@towerhamlets.gov.uk

by **31st October 2023**

Sibling Data 2018-2022

Tower Hamlets

Admissions Year	Total Cohort Number (NOD)	Total Sibling Offers (NOD)	Priority Area Sibling	Total with PA Sibling	Siblings % of Total offers	Siblings with PA % of Total offers
2022	3172	759	11	770	23.9%	24.2%
2021	3185	835	25	860	23.9%	27%
2020	3098	795	23	818	25.6%	26.4%
2019	3142	808	16	824	23.2%	26.2%
2018	3040	884	25	909	29.0%	29.9%

Newham

Admissions Year	Total Cohort Number (NOD)	Total Sibling Offers (NOD)	Priority Area Sibling	Total with PA Sibling	Siblings % of Total offers	Siblings with PA % of Total offers
2022	4251	944	13	957	22%	23%
2021	4451	949	23	972	21%	22%
2020	4409	867	15	882	20%	20%
2019	4815	901	17	818	19%	17%
2018	4494	890	914	914	20%	20%

Conclusions

Offers made to Tower Hamlets secondary schools under the sibling priority have fallen from almost a third to less than a quarter of all offers. As a proportion of all offers this is in line with the neighbouring borough of Newham, where we are now seeing rise in the proportion of sibling offers to a similar level.

The removal of the priority given to the first born or eldest child will not disadvantage those families where priority is determined by distance, as there is still significant choice locally, across a diverse range of school provision.

The parental preferences that this analysis is based on were made the priority for first born or eldest child in place. It is therefore not possible to predict how preference patterns might change where this is removed.

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Priority Area Data 2018-2022

Mulberry Girls

Admissions Year	Total Offers	Total Offers under Priority Area (PA)	PA Offers as a % of total offers to school	Number who would have been offered without PA	Number who would not have been offered without PA*
2022	240	39	16.25%	29	10 (4.2%)
2021	240	40	17%	39	1 (0.4%)
2020	240	51	21.2%	41	10 (4.2%)
2019	240	55	22.9%	40	15 (6.3%)
2018	240	47	19.5%	43	4 (1.7%)

Mulberry Stepney Green

Admissions Year	Total Offers	Total Offers under Priority Area	PA Offers as a % of total offers to school	Number who would have been offered without PA	Number who would not have been offered without PA*
2022	190	32	16.8%	3	29 (15.3%)
2021	190	15	7.8%	9	6 (3.2%)
2020	190	32	16.8%	11	21 (11.1%)
2019	190	33	17.3%	17	16 (8.4%)
2018	180	35	19.4%	17	18 (9.5%)

Swanlea

Admissions Year	Total Offers	Total Offers under Priority Area	PA Offers as a % of total offers to school	Number who would have been offered without PA	Number who would not have been offered without PA*
2022	210	17	8.1%	0	17 (8.1%)
2021	210	14	6.6%	2	12 (5.7%)
2020	210	10	4.7%	3	7 (3.3%)
2019	210	17	8%	5	12 (5.7%)
2018	210	10	4.7%	10	0 (N/A)

*All LBTH children transferring to secondary school are offered a school place on National Offer Day. These children were offered a lower preference or a place was allocated (reserved) at an alternative school.

Conclusions

On average, fewer than 10% of children would not have been offered a place at these schools had the priority are removed. At Mulberry Girls this is significantly lower at closer to 3%.

Families will continue to have the right levels of choice across a diverse range of school provision comprising of community and voluntary controlled schools, voluntary aided schools, academy and free schools, even with the removal of priority areas.

The parental preferences that this analysis is based on were made with priority areas in place. It is therefore not possible to predict how preference patterns might change where ‘priority areas’ are removed.

TOWER HAMLETS CHILDREN AND CULTURE

CO-ORDINATED SCHEMES FOR ADMISSION TO

NURSERY, RECEPTION and YEAR 7

(2024/25)

Version:	1.0
Date issued:	TBC
Prepared by:	Pupil Access and School Sufficiency Children and Culture Directorate
Review Date:	January 2024

Tower Hamlets Council
Town Hall
Mulberry Place
5 Clove Crescent
E14 2BG

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DEFINITIONS USED IN TOWER HAMLETS SCHEMES FOR NURSERY ADMISSIONS

"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 f School admissions code 2021 (publishing.service.gov.uk)
"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.

THE SCHEME FOR CO-ORDINATED NURSERY ADMISSIONS 2024/25

INTRODUCTION

This document outlines the co-ordinated nursery admissions arrangements in the London Borough of Tower Hamlets for the 2024/25 academic year.

This scheme applies to all applicants for maintained nursery schools and primary schools, academies and own admission authority schools with an attached nursery class within Tower Hamlets. In this scheme, the term 'school' refers to a nursery school, a nursery class attached to a primary school or a school with an EYU.

The central system of coordination for nursery admission will mean that parents apply for a nursery place at a maintained Tower Hamlets nursery school or a primary school with an attached nursery class direct to the Local Authority (LA) by submitting a single application using its online application system. The LA's School Admissions Service will then process all applications and ensure that decisions are made in accordance with the admissions policy and oversubscription criteria of each nursery.

As well as being of benefit to parents, the new system will reduce the administrative pressures for schools and help to ensure that they can fill their nursery places at the earliest opportunity. It will also assist the Local Authority in ensuring that there are enough places for when children start the reception year of primary school.

Tower Hamlets Local Authority will therefore continue, as far as possible, to coordinate nursery 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 maintained schools within Tower Hamlets **must** apply using the LA's online application system. 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 will involve applying directly to the relevant admission authority.
- The formal notification of the application outcome is made by the maintaining LA/**own admission authority** school.
- The Tower Hamlets School Admissions Service 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 nursery place can be offered. Voluntary Aided (VA) schools will retain a supplementary form (for applicants applying for a place on faith grounds).
- It is critical for the School Admissions Service to hold up-to-date information about school vacancies so that correct advice can be provided to parents. Schools that are on SAM (School Admission Module) must update their roll numbers directly on the system. The School Admissions Service will also, collect data from its schools using secure data exchange methods to confirm the roll numbers and other details.
- 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.

- Parents do not have the right of appeal against the decision to refuse their child a nursery place. However, parents may contact the LA for more information on the reason why their child was not offered a place.

WHEN CHILDREN CAN START NURSERY

Children are eligible for a funded nursery place from the term following their 3rd birthday. Parents of children born between 1 September 2020 and 31 August 2021 can apply for a Nursery place in September 2024 through this coordinated scheme.

Part-time and full-time places

All children are eligible for a part-time place (15 hours per week) from the term following their 3rd birthday.
Only working parents will be eligible for a full-time place (30 hours per week). The LA will only offer part-time places as part of this coordinated scheme. Parents who have been offered a part-time place for their child may request a full-time place from their nursery. This will be explained on their notification letter.
Full-time places will be limited and will be offered to parents who are eligible.

Parents not eligible for 30 hours may still access a full-time place by paying a top-up fee. This fee will be set by each nursery.

Admission Numbers

The number of children who can be admitted to each school will be determined by individual schools. All schools will inform the School Admissions Service of the number of nursery places available prior to the iteration process in April to ensure that the maximum number of places are offered for September 2023.

Applications

1. Tower Hamlets residents will make their applications online to the LA via the E-admissions portal (**www.eadmissions.org.uk**). Applications to out of borough schools or private schools must be made directly to the schools.
   Residents of other boroughs wishing to apply for a place at a Tower Hamlets school can also submit an online application via the E-admissions portal (**www.eadmissions.org.uk**).

2. Tower Hamlets LA will take all reasonable steps to publish the 'Starting Nursery in Tower Hamlets' booklet, on the website by 1st September for the parent(s) of a child living in Tower Hamlets due to start nursery in 2024/25., This will include instructions on how to apply online. The information will also be accessible to parents who do not live in Tower Hamlets and will contain information on how non-Tower Hamlets residents can apply.

3. Parents will be able to express a preference for a maximum of three schools.

4. Own Admission Authorities (i.e. VA schools and Free schools) within the LA will use supplementary information forms (SIFs) for consideration of each application against their 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 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.

5. 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 common application form (CAF). All Supplementary Forms will be made available on the Tower Hamlets website and details of Tower Hamlets nurseries requiring a Supplementary Form will be indicated within the Starting Nursery booklet.

6. The order of preference given on the CAF will not be revealed to individual schools.

7. Applicants must submit their application online by **16th February 2024.**

8. After the closing date, schools can access the School Admission Module (SAM) to view all the applications submitted to their school.

Processing

The LA's School Admissions Service will process all applications received on-time and determine the offer, where possible, for each applicant. Where a school receives fewer applications than places available, every applicant will be offered a place. Where a school receives more applications to their nursery than there are places available, the school's oversubscription criteria (Appendix One) will determine which applicant is to be offered a place.

9. Tower Hamlets LA will accept late applications only if they are late for a good reason, deciding each case on its own merits. Examples of what will be considered as "good reasons" include: 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.

10. The latest date for late applications (with good reason) to be considered on-time within the terms of this scheme is **28th February 2024.**

11. Each school will confirm with the LA prior to the iteration process in April the number of part-time nursery places to be offered for September 2024.

12. All preferences for schools within Tower Hamlets LA will be considered by the relevant admission authorities without reference to rank order.
Applicants to Tower Hamlets maintained community nursery schools and primary schools with attached nursery classes will be ranked according to the Tower Hamlets oversubscription criteria (see Appendix One). Applicants to Own Admission Authority Schools will be ranked by each school according to its published oversubscription criteria. When the own admission authorities within Tower Hamlets have provided a list of ranked applicants in criteria order to the LA, the 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'].

13. Tower Hamlets LA will carry out all reasonable checks to ensure that pupil rankings are correctly held in its LA's admission system before the iteration process.

14. The admission system of the LA will eliminate all but the highest ranked offer where an applicant has more than one potential offer.

15. Lists of provisional offers will then be with individual schools (via the SAM portal) for final checks on **22nd April 2024**.

16. The LA will not make any additional offers between the end of the iteration process and the **8th May 2024** (Offer Day).

17. Notwithstanding paragraph 16, if an error is identified within the allocation of places at one of the LA's schools, the LA will attempt to manually resolve the allocation to correct the error.

18. The LA will send a file to the E-Admissions portal with outcomes for all applicants who have applied online no later than **3rd May 2024**.

Offers

19. On **8th May 2024** the LA will send a letter notifying parents of the nursery place provisionally offered. The letter will advise the following:

- The name of the school at which a nursery place has been provisionally offered;
- That the nursery place offered is a part-time place only, and that should parents want a full-time place they must request it from the school;
- The procedure and documentation required for the parent(s) to accept the offer by **22nd May 2024;**
- If applicable, the reasons why the child is not being offered a place at any of the schools they nominated on their application, and a list of schools that still have nursery places remaining for their consideration.

An email will also be sent on the day (after 5pm) informing parents of the outcome of their application.

20. Parents who do not obtain an offer at a preferred school will be given the opportunity to apply to schools that still have nursery places remaining.

Post Offer

The LA will request that applicants accept or decline the offer of a place by **22nd May 2024,** or within two weeks of the date of any subsequent offer.

21. All children will be placed on the waiting list of a higher-ranked school where a place could not be offered. Parents who wish their children's names to be placed on the waiting list of any other schools, or wish to apply for a school which still has nursery places remaining, must notify the School Admissions Service by **22nd May 2024.** This information will be passed to Own Admission Authority schools as appropriate in the week beginning **20th May 2024**.

22. The LA 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.

23. Schools will keep the LA updated on of the number of nursery places available prior to the second round of offers in June to ensure that the maximum number of places are offered.

24. From **5th June 2024,** Tower Hamlets will identify school places for any pupils who are unplaced or those that applied late (i.e. after the 16th February closing date).

25. From **2nd September 2024**, parents who wish to make an application who have not yet done so, can submit one direct to the LA using the 'In-Year Nursery Admission' application form which will be available to download from the Tower Hamlets website or available from the School Admissions Service.

26. Applications for children who do not have a nursery place will be treated urgently and offers made on a weekly basis.

27. Parents may request to transfer their child from an existing school by submitting a new application. In-Year (mid-year) nursery transfers will only take place at the start of each term (January and April), unless there are exceptional circumstances for a transfer to be considered earlier.

Appeals

28. Parents do not have the right of appeal against the decision to refuse their child a nursery place. However, parents may contact the LA for more information on the reason why their child was not offered a place.

Waiting Lists

29. All children will automatically be added to the waiting lists of higher preference schools than the one offered, unless parents ask to remove their child from a waiting list.

30. Waiting lists for tower Hamlets community schools 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.

DEFINITIONS USED IN TOWER HAMLETS SCHEMES FOR RECEPTION AND YEAR 7

"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 2024** Year 7 (Secondary Schools): **1st March 2024**
“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.

THE SCHEME FOR CO-ORDINATED RECEPTION ADMISSIONS 2024/25

WHEN CHILDREN CAN START RECEPTION AT PRIMARY SCHOOL

All children of reception age (i.e. those born between 1st September 2018 and 31st August 2019) can start school in September 2024. 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 2024 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 all reasonable steps to publish the 'Starting School in Tower Hamlets' booklet, on the website by 1st September for the parent(s) of a child living in Tower Hamlets due to start primary school in 2024/25. This will include instructions on how to apply online. The information will also be accessible 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 2021.

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 **15th January 2024.**

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 **2nd February 2024**.

10. The School Admissions Service 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 **2nd February 2024**.

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 **9th February 2024**.

PROCESSING

12. Applicants' resident within Tower Hamlets must return the Common Application Form**,** which can be completed and submitted on-line, by **15th January 2024.**

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 **2nd February 2024.** Supplementary information provided with the Common Application Form will be sent to maintaining LAs by the same date.

14. The School Admissions Service 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 **2nd February 2024.**

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 **9th February 2024**, 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 **12th and 16th February 2024** in the Pan-London timetable in Schedule 3B.

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 2021. 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 **16th March 2024.** 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 **22nd March 2024** if this is sooner.

24. Tower Hamlets LA will not make any additional offer between the end of the iterative process and **16th April 2024** 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 **25th March and 10th April 2024** in the Pan-London timetable in Schedule 3B.

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 **10th April 2024**. (33 London LAs and Surrey only)

OFFERS

28. On **16th April 2024** 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 **1st May 2024**
    - 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 2023.

POST OFFER

32. **Tower Hamlets** LA will request that resident applicants accept or decline the offer of a place by **1st May 2024,** 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 **1st May 2024,** Tower Hamlets LA will forward the information to the maintaining LA by **9th May 2024**. If information is received from applicants after **2nd May 2024**, 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 2.15 of the School Admissions Code 2021.

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 **1st May 2024.**

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 **14th May 2024.** Tower Hamlets voluntary schools may have different arrangements and parents will be advised to contact the individual school for information.

THE SCHEME FOR THE CO-ORDINATION OF ADMISSIONS TO YEAR 7 2024/25

WHEN CHILDREN START THE YEAR 7 OF SECONDARY SCHOOL

All children of born between 1 September 2012 and 31 August 2013 can start the Year 7 of secondary school in September 2024.

APPLICATIONS

1. Tower Hamlets LA will advise home LAs of their resident pupils on the roll of this LA's maintained primary schools and academies who are eligible to make application in the forthcoming application year.

2. Applications from residents of Tower Hamlets will be made on the authority's Common Application Form (CAF), which will be available and able to be submitted on-line. This will include all the fields and information specified in Schedule 1. These will be supplemented by any additional fields and information where deemed necessary by this LA to enable admission authorities in Tower Hamlets to apply their published oversubscription criteria.
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3. Tower Hamlets LA will take all reasonable steps to publish the 'Ready for Secondary School in Tower Hamlets' booklet, on the website at Secondary school admissions (towerhamlets.gov.uk) by 1st September for the parent(s) of a child living in Tower Hamlets due to start secondary school in 2024/25. This will include instructions on how to apply online. The information will also be accessible 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 LA and the admission authorities within this LA i.e. Bishop Challoner, Canary Wharf College Crossharbour and Stepney All Saints 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 2021.

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 paragraph 2.3 of the School Admissions Code 2021.

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 2021. 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 **14th December 2023**.

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 **14th November 2023**.

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 **14th November 2024**.

PROCESSING

11. Applicants resident within Tower Hamlets must return the CAF**, which** will be available and able to be submitted online, to this LA by **31st October 2023.** 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 **20th October 2023 (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 the **14th November 2023**. 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. **12th December 2023**.

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 **12th December 2023.** 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 **15th December 2023 and 2nd January 2024** in the Pan London Timetable in

Schedule 3A.

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 2021. 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 **31st January 2024.** 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 **12th February 2024** if this is sooner.

22. Tower Hamlets LA will not ake an additional offer between the end of the iterative process and **1st March 2024**, 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 **15th and 23rd February 2024** in Pan London timetable in Schedule 3A.

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 **26th February 2024**. (33 London LAs and Surrey only).

OFFERS

26. Tower Hamlets will ensure that, if there are places available, each resident applicant who cannot be offered a preference expressed on the Common Application Form receives the offer of an alternative school place in accordance with paragraph 2.11 of the School Admissions Code 2021.

27. 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.

28. For Tower Hamlets residents for whom a place cannot be offered at any of the schools listed on the CAF on the **1st March 2024**, there will be an opportunity to state further preferences in March.

29. The Tower Hamlets LA outcome letter will include the information set out in schedule 2.

30. On **1st March 2024** Tower Hamlets LA will send by first class post notification of the outcome to resident applicants.

31. 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 **2024**.

POST OFFER

32. Tower Hamlets secondary schools must contact successful applicants immediately after the **1st March 2024** to confirm the offer of a place and the arrangements for admission. The secondary schools will notify Tower Hamlets LA of any pupils for whom an offer of place is declined and the reasons for this

33. 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 **15th March 2024**, or within two weeks of the date of any subsequent offer.

34. Where an applicant resident in Tower Hamlets LA accept or declines a place in a school maintained by another LA by **15th March 2024,** Tower Hamlets LA will forward the information to the maintaining LA by **22nd March 2024**. Where such information is received from applicants after **15th March 2024**, Tower Hamlets LA will pass it to the maintaining LA as it is received.

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 Tower Hamlets LA, it will be offered from a waiting list ordered in accordance with paragraph 2.15 of the School Admissions Code 2021.

37. 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).

38. 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.

39. 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.

40. 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.

41. 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.

42. 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 40 and 41 shall apply to the revised order of preferences.

43. 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.

44. 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.

45. 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.

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 National Offer Day.

47. 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

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 **29th March 2024.** Tower Hamlets voluntary schools may have different arrangements and parents will be advised to contact the individual school for information.

SCHEDULE 1

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

SCHEDULE 2

Tower Hamlets Co-ordinated Admission Scheme
(Template Outcome Letter for Admissions to Reception and Year 7 in 2024/25)

From: Home LA

Date: **1st March 2024 (sec)**
16th April 2024 (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 2024. 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 the School Admissions Service in writing at: 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 School Admissions Service immediately by email at* 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 2024 (secondary) / 2nd May 2024 (primary).

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

15 Jan 2024	Statutory deadline for receipt of applications
2 Feb 2024	Deadline for the transfer of application information by the Home LA to the PLR (ADT file)
2 Feb 2024	Deadline for the upload of late applications to the PLR.
12 – 16 Feb 2024	Checking of application data
14 Mar 2024	Deadline for the transfer of potential offer information from the maintaining LAs to the PLR (ALT file).
22 Mar 2024	Final ALT file sent to PLR
25 Mar – 10 Apr 2024	Checking of offer data
10 Apr 2024	Deadline for on-line ALT file to portal
16 Apr 2024	Notification letters posted.
1 May 2024	Deadline for receipt of acceptances
1 May 2024	Deadline to request a place on a school Waiting List
9 May 2024	Deadline for transfer of acceptances to maintaining LAs
14 May 2024	Closing date for appeals to be lodged

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

20 Oct 2023	Published closing date (Friday before half-term)
31 Oct 2023	Statutory deadline for submission of the Common Application Form by parents to home local education authority.
14 Nov 2023	Deadline for the transfer of application information by the Home LA to the PLR.
12 Dec 2023	Deadline for the upload of late applications to the PLR.
15 Dec 2023 - 2 Jan 2024	Checking of application data
31 Jan 2024	Deadline for the transfer of potential offer information from the Maintaining LAs to the PLR.
12 Feb 2024	Final ALT file to PLR
15- 23 Feb 2024	Checking of offer data
26 Feb 2024	Deadline for on-line ALT file to portal
1 Mar 2024	The Offer Day – the date on which notification letters are sent out.
15 Mar 2024	Deadline for Tower Hamlets residents to confirm acceptance of a place at an out-borough school.
22 Mar 2024	Deadline for transfer of acceptances to maintaining LAs
29 Mar 2024	Closing date for appeals to be lodged

Secondary Transfer 2024

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 submit an online application 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, Stepney All Saints Church of England Secondary or Canary Wharf College Crossharbour. These forms are available directly from the schools.

Bow School	Morpeth School	Stepney All Saints Church of England Secondary
Central Foundation Girls School	Mulberry Academy London Dock	St Paul's Way Trust School
George Green's School	Mulberry Academy Shoreditch	Swanlea School
Langdon Park School	Mulberry Stepney Green (Formerly known as Stepney Green)	
London Enterprise Academy	Oaklands School	

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.

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 2024

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:

Admissions Service, Mulberry Place, 5 Clove Crescent, London E14 2BG.
Email: school.admissions@towerhamlets.gov.uk

by 31st October 2023

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TOWER HAMLETS CHILDREN AND CULTURE

PROPOSED COORDINATED SCHEME FOR IN-YEAR ADMISSIONS (2024/25)

Version:	1.0
Date issued:	TBC
Prepared by:	Pupil Access and School Sufficiency Children and Culture Directorate
Review Date:	January 2024

Tower Hamlets Council
Town Hall
Mulberry Place
5 Clove Crescent
E14 2BG

THE TOWER HAMLETS LA SCHEME FOR CO-ORDINATED IN-YEAR ADMISSIONS IN 2024/25

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 2021 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 School admissions code - GOV.UK (www.gov.uk)
"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 2024/25 academic year. These arrangements are set out in accordance with the mandatory requirements in the School Admissions Code 2021 and apply to admission arrangements for admission in the school year 2024/25.

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 Admissions Service 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 Admissions Service to hold up-to-date information about school vacancies so that correct advice can be provided to parents. Schools must update their roll numbers directly on the system using SAMs (School Admission Module). The Admissions Service 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 Admissions Service, 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 Admissions Service.

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 Admissions Service 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 School Admissions Code 2021.

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 Admissions Service, 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 the School Admission Module application (SAMs).

12. The Admissions Service 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. The Admissions Service will advise parents if this is the case.

NOTIFICATION OF OUTCOME:

CHILDREN WITHOUT A SCHOOL PLACE

14. The Admissions Service 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, the Admissions Service 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, the Admissions Service 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 Admissions Service 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 Admissions Service 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 the Admissions Service under the provision of the locally agreed Fair Access Protocol, as required by S3.14-3.22 of the School Admissions Code 2021.

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, the Admissions Service 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 term.

24. Where a child does not take up the place within the relevant timeframe the school must notify the Admissions Service. Admissions Service 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 Admissions Service 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 Admissions Service will work closely with its schools to place the child on roll as soon as reasonably practical.

29. Where Admissions Service 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 the Admissions Service of all appeals that are lodged for the school along with the outcome, as soon as this is determined**.**

32. Where the Admissions Service 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 Admissions Service 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 Admissions Service 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 Admissions Service 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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TOWER HAMLETS CHILDREN AND CULTURE

PLANNED ADMISSION NUMBERS FOR PRIMARY AND SECONDARY SCHOOLS IN TOWER HAMLETS (2024/25)

Version:	1.0
Date issued:	1st October 2022
Prepared by:	Pupil Access and School Sufficiency Children and Culture Directorate
Review Date:	January 2024

No.	Primary Schools	Catchment Area	Nursery Class/ Early Years Unit	Type of School and Age Range	Number of places (Planned Admission Number)	
1.	Arnhem Wharf Arnhem Place, E14 3RP	4	Yes	Community 3-11	90	
2.	Bangabandhu Wessex Street E2 0LB	1	Yes	Community 3-11	30	#
3.	Ben Jonson Harford Street E1 4PZ	1	Yes	Community 3-11	90	
4.	Bigland Green Bigland Street, E1 2ND	5	Yes	Community 3-11	60	
5.	Blue Gate Fields Infant King David Lane, E1 0EH	5	Yes	Community 3-7	90	
6.	Blue Gate Fields Junior King David Lane, E1 0EH	5	N/A	Community 7-11	N/A	
7.	Bonner (Bethnal Green) Stainsbury Street, E2 0NF	1	No	Community 4-11	60	
8.	Bonner (Mile End) Ropery Street, E3 4QE	2	Yes	Community 3-11	60	
9.	Bygrove Bygrove Street, E14 6DN	3	Yes	Academy 3-11	30	
10.	Canary Wharf College East Ferry East Ferry Road, E14 3BA	N/A	No	Free 4-11	48	
11.	Canary Wharf College Glenworth Saunders Ness Road, E14 3EB	N/A	No	Free 4-11	48	
12.	Canon Barnett Gunthorpe Street, E1 7RQ	5	Yes	Community 3-11	30	
13.	Cayley Aston Street, E14 7NG	1	Yes	Community 3-11	60	
14.	Chisenhale Chisenhale Road, E3 5QY	2	Yes	Community 3-11	45	
15.	Christ Church CE Brick Lane, E1 6PU	N/A	Yes	Voluntary 3-11	30	

No.	Primary Schools	Catchment Area	Nursery Class/ Early Years Unit	Type of School and Age Range	Number of places (Planned Admission Number)	
16.	Columbia Columbia Road, E2 7RG	6	Yes	Community 3-11	60	
17.	Cubitt Town Primary Manchester Road, E14 3NE	4	Yes	Community 3-11	90	
18.	Culloden Dee Street, E14 0PT	3	Yes	Academy 3-11	90	†#
19.	Cyril Jackson Three Colt Street, E14 8HH	3	Yes	Community 3-11	60	#
20.	Elizabeth Selby Infants Old Bethnal Green Road, E2 6PP	6	Yes	Community 3-7	60	
21.	English Martyrs RC St Mark Street, E1 8DJ	N/A	Yes	Voluntary 3-11	30	
22.	Globe Gawber Street, E2 0JH	1	Yes	Community 3-11	45	#
23.	Hague Wilmot Street, E2 0BP	6	Yes	Community 3-11	30	#
24.	Halley Halley Street, E14 7SS	1	Yes	Community 3-11	30	
25.	Harbinger Cahir Street, E14 3QP	4	Yes	Community 3-11	45	
26.	Harry Gosling Fairclough Street, E1 1NT	5	Yes	Community 3-11	60	
27.	Hermitage Vaughan Way, E1W 2PT	5	Yes	Community 3-11	45	
28.	John Scurr Cephas Street, E1 4AX	1	Yes	Community 3-11	60	
29.	Kobi Nazrul Settles Street, E1 1JP	6	Yes	Community 3-11	30	

No.	Primary Schools	Catchment Area	Nursery Class/ Early Years Unit	Type of School and Age Range	Number of places (Planned Admission Number)	
30.	Lansbury Lawrence Cordelia Street, E14 6DZ	3	Yes	Community 3-11	60	
31.	Lawdale Juniors* Mansford Street, E2 6LS	6	N/A	Community 7-11	N/A*	
32.	Malmesbury Coborn Street, E3 2AB	2	Yes	Community 3-11	60	
33.	Manorfield Wyvis Street, E14 6QD	3	Yes	Community 3-11	90	
34.	Marion Richardson Senrab Street, E1 0QF	1	Yes	Community 3-11	60	
35.	Marner Devas Street, E3 3LL	3	Yes	Community 3-11	90	
36.	Mayflower Upper North Street, E14 6DU	3	Yes	Community 3-11	50	
37.	Mowlem Mowlem Street, E2 9HE	6	Yes	Community 3-11	30	
38.	Mulberry Wood Wharf Brannan Street, E14	4	No	Community 4-11	60	
39.	Old Ford Wrights Road, E3 5LD	2	Yes	Academy 3-11	90	
40.	Old Palace St Leonards Street, E3 3BT	2	No	Community 4-11	60	†
41.	Olga Lanfranc Road, E3 5DN	2	Yes	Community 3-11	60	
42.	Osmani Vallance Road, E1 5AD	6	Yes	Community 3-11	60	
43.	Our Lady & St Joseph Wades Place, E14 0DE	N/A	Yes	Voluntary 3-11	60	
44.	St Agnes RC Rainhill Way, E3 3ER	N/A	Yes	Voluntary 3-11	30	
45.	St Anne's and Guardian Angels RC Underwood Road, E1 5AW	N/A	Yes	Voluntary 3-11	60	

No.	Primary Schools	Catchment Area	Nursery Class/ Early Years Unit	Type of School and Age Range	Number of places (Planned Admission Number)	
46.	St Edmund's RC Westferry Road, E14 3RS	N/A	Yes	Voluntary 3-11	30	
47.	St Elizabeth's RC Bonner Road, E2 9JY	N/A	Yes	Voluntary 3-11	60	
48.	St John's CE Peel Grove, E2 9LR	N/A	Yes	Voluntary 3-11	30	
49.	St Luke's CE Saunders Ness Road, E14 3EB	N/A	Yes	Voluntary 3-11	60	
50.	St Mary & St Michael RC Commercial Road, E1 0BD	N/A	Yes	Voluntary 3-11	60	
51.	St Paul's CE Wellclose Square, E1 8HY	N/A	Yes	Voluntary 3-11	30	
52.	St Paul's Way Trust Wallwood Street E14 7BW	3	Yes	Academy 3-18	60	
53.	St Paul's With St Luke's CE Leopold Street, E3 4LA	N/A	Yes	Voluntary 3-11	30	
54.	St Peter's (London Docks) CE Garnet Street, E1W 3QT	N/A	Yes	Voluntary 3-11	30	
55.	St Saviours CE Chrisp Street, E14 6BB	N/A	Yes	Voluntary 3-11	30	
56.	Seven Mills Malabar Street, E14 8LY	4	Yes	Community 3-11	30	
57.	Sir William Burrough Salmon Lane, E14 7PQ	N/A	Yes	Academy 3-11	45	
58.	Solebay Solebay Street, E1 4PW	1	Yes	Academy 3-11	50	
59.	Stebon Wallwood Street, E14 7AD	3	Yes	Academy 3-11	90	
60.	Stepney Greencoat CE Norbiton Road, E14 7TF	N/A	No	Voluntary 4-11	30	

61.	Stepney Park Smithy Street, E1 3BW	1	Yes	Community 3-11	90	

No.	Primary Schools	Catchment Area	Nursery Class/ Early Years Unit	Type of School and Age Range	Number of places (Planned Admission Number)	
62.	Stewart Headlam Tapp Street, E1 5RE	6	Yes	Community 3-11	30	
63.	The Clara Grant Knapp Road, E3 4BU	3	Yes	Academy 3-11	60	†
64.	Thomas Buxton Buxton Street, E1 5AR	6	Yes	Community 3-11	60	
65.	Virginia Virginia Road, E2 7NQ	6	Yes	Community 3-11	30	
66.	Wellington Wellington Way, E3 4NE	2	Yes	Community 3-11	60	
67.	William Davis Cheshire Street, E2 6EU	6	Yes	Community 3-11	30	
68.	Woolmore Woolmore Street, E14 0EW	3	Yes	Community 3-11	90	

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***** Linked Junior school for Elizabeth Selby

No.	Secondary Schools	Address	Post code	Type of School and Age Range	No. of Places (Planned 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 - 18	240	
4.	Canary Wharf College Crossharbour	East Ferry Road	E14 3BA	Free School 11 - 18	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 - 18	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 London Dock	Virginia Street	E1W 2AD	Academy 11 - 18	180	
11.	Mulberry Academy Shoreditch	Gossett Street	E2 6NW	Academy 11 – 18	180	†
12.	Mulberry School for Girls	Richard Street	E1 2JP	Academy 11-18	240	†
13.	Mulberry Stepney Green	Ben Jonson Road	E1 4SD	Academy 11 -18	190	†

14.	Mulberry UTC	Parnell Road	E3 2RU	University Technology College 14-19	N/A	
15.	Oaklands	Old Bethnal Green Road	E2 6PR	Community 11 - 18	180	
16.	Stepney All Saints	Stepney Way	E1 0RH	Voluntary Aided 11 - 18	208	
17.	St Paul's Way Trust	St Paul's Way	E3 4FT	Academy 4 - 18	240	#
18.	Swanlea	Brady Street	E1 5DJ	Community 11 - 18	210	
19.	Wapping High School	Commercial Road	E1 2DA	Free School 11 - 16	84	

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* These schools are currently subject to statutory proposals for their amalgamation from September 2023, creating a single a mixed school with a new PAN of 270

TOWER HAMLETS CHILDREN AND CULTURE

PLANNED ADMISSION NUMBERS FOR PRIMARY AND SECONDARY SCHOOLS IN TOWER HAMLETS (2024/25)

Version:	1.0
Date issued:	1st October 2022
Prepared by:	Pupil Access and School Sufficiency Children and Culture Directorate
Review Date:	January 2024

No.	Primary Schools	Catchment Area	Nursery Class/ Early Years Unit	Type of School and Age Range	Number of places (Planned Admission Number)	
1.	Arnhem Wharf Arnhem Place, E14 3RP	4	Yes	Community 3-11	90	
2.	Bangabandhu Wessex Street E2 0LB	1	Yes	Community 3-11	30	#
3.	Ben Jonson Harford Street E1 4PZ	1	Yes	Community 3-11	90	
4.	Bigland Green Bigland Street, E1 2ND	5	Yes	Community 3-11	60	
5.	Blue Gate Fields Infant King David Lane, E1 0EH	5	Yes	Community 3-7	90	
6.	Blue Gate Fields Junior King David Lane, E1 0EH	5	N/A	Community 7-11	N/A	
7.	Bonner (Bethnal Green) Stainsbury Street, E2 0NF	1	No	Community 4-11	60	
8.	Bonner (Mile End) Ropery Street, E3 4QE	2	Yes	Community 3-11	60	
9.	Bygrove Bygrove Street, E14 6DN	3	Yes	Academy 3-11	30	
10.	Canary Wharf College East Ferry East Ferry Road, E14 3BA	N/A	No	Free 4-11	48	
11.	Canary Wharf College Glenworth Saunders Ness Road, E14 3EB	N/A	No	Free 4-11	48	
12.	Canon Barnett Gunthorpe Street, E1 7RQ	5	Yes	Community 3-11	30	
13.	Cayley Aston Street, E14 7NG	1	Yes	Community 3-11	60	
14.	Chisenhale Chisenhale Road, E3 5QY	2	Yes	Community 3-11	45	
15.	Christ Church CE Brick Lane, E1 6PU	N/A	Yes	Voluntary 3-11	30	

No.	Primary Schools	Catchment Area	Nursery Class/ Early Years Unit	Type of School and Age Range	Number of places (Planned Admission Number)	
16.	Columbia Columbia Road, E2 7RG	6	Yes	Community 3-11	60	
17.	Cubitt Town Primary Manchester Road, E14 3NE	4	Yes	Community 3-11	90	
18.	Culloden Dee Street, E14 0PT	3	Yes	Academy 3-11	90	†#
19.	Cyril Jackson Three Colt Street, E14 8HH	3	Yes	Community 3-11	60	#
20.	Elizabeth Selby Infants Old Bethnal Green Road, E2 6PP	6	Yes	Community 3-7	60	
21.	English Martyrs RC St Mark Street, E1 8DJ	N/A	Yes	Voluntary 3-11	30	
22.	Globe Gawber Street, E2 0JH	1	Yes	Community 3-11	45	#
23.	Hague Wilmot Street, E2 0BP	6	Yes	Community 3-11	30	#
24.	Halley Halley Street, E14 7SS	1	Yes	Community 3-11	30	
25.	Harbinger Cahir Street, E14 3QP	4	Yes	Community 3-11	45	
26.	Harry Gosling Fairclough Street, E1 1NT	5	Yes	Community 3-11	60	
27.	Hermitage Vaughan Way, E1W 2PT	5	Yes	Community 3-11	45	
28.	John Scurr Cephas Street, E1 4AX	1	Yes	Community 3-11	60	
29.	Kobi Nazrul Settles Street, E1 1JP	6	Yes	Community 3-11	30	

No.	Primary Schools	Catchment Area	Nursery Class/ Early Years Unit	Type of School and Age Range	Number of places (Planned Admission Number)	
30.	Lansbury Lawrence Cordelia Street, E14 6DZ	3	Yes	Community 3-11	60	
31.	Lawdale Juniors* Mansford Street, E2 6LS	6	N/A	Community 7-11	N/A*	
32.	Malmesbury Coborn Street, E3 2AB	2	Yes	Community 3-11	60	
33.	Manorfield Wyvis Street, E14 6QD	3	Yes	Community 3-11	90	
34.	Marion Richardson Senrab Street, E1 0QF	1	Yes	Community 3-11	60	
35.	Marner Devas Street, E3 3LL	3	Yes	Community 3-11	90	
36.	Mayflower Upper North Street, E14 6DU	3	Yes	Community 3-11	50	
37.	Mowlem Mowlem Street, E2 9HE	6	Yes	Community 3-11	30	
38.	Mulberry Wood Wharf Brannan Street, E14	4	No	Community 4-11	60	
39.	Old Ford Wrights Road, E3 5LD	2	Yes	Academy 3-11	90	
40.	Old Palace St Leonards Street, E3 3BT	2	No	Community 4-11	60	†
41.	Olga Lanfranc Road, E3 5DN	2	Yes	Community 3-11	60	
42.	Osmani Vallance Road, E1 5AD	6	Yes	Community 3-11	60	
43.	Our Lady & St Joseph Wades Place, E14 0DE	N/A	Yes	Voluntary 3-11	60	
44.	St Agnes RC Rainhill Way, E3 3ER	N/A	Yes	Voluntary 3-11	30	
45.	St Anne's and Guardian Angels RC Underwood Road, E1 5AW	N/A	Yes	Voluntary 3-11	60	

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46.	St Edmund's RC Westferry Road, E14 3RS	N/A	Yes	Voluntary 3-11	30	
47.	St Elizabeth's RC Bonner Road, E2 9JY	N/A	Yes	Voluntary 3-11	60	
48.	St John's CE Peel Grove, E2 9LR	N/A	Yes	Voluntary 3-11	30	
49.	St Luke's CE Saunders Ness Road, E14 3EB	N/A	Yes	Voluntary 3-11	60	
50.	St Mary & St Michael RC Commercial Road, E1 0BD	N/A	Yes	Voluntary 3-11	60	
51.	St Paul's CE Wellclose Square, E1 8HY	N/A	Yes	Voluntary 3-11	30	
52.	St Paul's Way Trust Wallwood Street E14 7BW	3	Yes	Academy 3-18	60	
53.	St Paul's With St Luke's CE Leopold Street, E3 4LA	N/A	Yes	Voluntary 3-11	30	
54.	St Peter's (London Docks) CE Garnet Street, E1W 3QT	N/A	Yes	Voluntary 3-11	30	
55.	St Saviours CE Chrisp Street, E14 6BB	N/A	Yes	Voluntary 3-11	30	
56.	Seven Mills Malabar Street, E14 8LY	4	Yes	Community 3-11	30	
57.	Sir William Burrough Salmon Lane, E14 7PQ	N/A	Yes	Academy 3-11	45	
58.	Solebay Solebay Street, E1 4PW	1	Yes	Academy 3-11	50	
59.	Stebon Wallwood Street, E14 7AD	3	Yes	Academy 3-11	90	
60.	Stepney Greencoat CE Norbiton Road, E14 7TF	N/A	No	Voluntary 4-11	30	

61.	Stepney Park Smithy Street, E1 3BW	1	Yes	Community 3-11	90	

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Cabinet 25th January 2023	TOWER HAMLETS
Report of: Ann Sutcliffe, Corporate Director, Place	**Classification:** Unrestricted
Estates Parking – roll out of Traffic Management Orders and permit allocation policy	

Lead Member	**Councillor Kabir Ahmed, Cabinet Member for Inclusive Development and Housebuilding**
Originating Officer(s)	Michael Darby, Head of Parking, Mobility & Market Services Nicola Klinger, Programme Lead – Housing Management Review
Wards affected	All wards
Key Decision?	Yes
Reason for Key Decision	Decision to be significant on its effects on communities living or working in an area comprising two or more wards.
Forward Plan Notice Published	6 December 2022
Strategic Plan Priority / Outcome	Homes for the future A council that works for you and listens to you

Executive Summary

1.1 In September 2018, the council Cabinet agreed that a ward-by-ward consultation should take place with residents on the proposal to introduce Traffic Management Orders (TMOs) within the borough. Since then, new schemes have been introduced in Wapping, parts of Shadwell, Royal Mint and Berner Estate and consultations have been completed in Spitalfields and Banglatown and Stepney East.

1.2 The results of the consultations carried out to date have indicated that whilst there is support for parking enforcement there is disquiet amongst residents about the loss of individual parking bays.

1.3 This report sets out proposals for consultation on introducing individual numbered bays within the delivery of the Traffic Management Orders programme on LBTH estate land. It also proposes an amended permit allocations policy for parking on estate land.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Agree the following revisions to the implementation of Traffic Management Orders on LBTH estates, subject to resident consultation:

   - That individually numbered bays will be introduced on all off street car parking places under Section 32 and 35 of the Road Traffic Regulations Act 1984 (RTRA)**.**

   - That estate roads that meet the definition of a highway under Section 45 of the Road Traffic Amendment Act will comply with the requirement that generic resident bays are provided**.**

2. Authorise the Divisional Director of Public Realm to undertake consultation under the provisions of the Road Traffic Regulations Act 1984 and Section 105 of the Housing Act 1985 as set out in sections 3.18 – 3.26.

3. Approve the Non-Residential Assets Policy set out in Appendix 1 which has been amended to add a fourth and fifth tier to the qualifying criteria for access to parking spaces as summarised in 3.49.

1 REASONS FOR THE DECISIONS

1.4 In September 2018, the council Cabinet agreed that a ward-by-ward consultation should take place with residents on the proposal to introduce Traffic Management Orders (TMOs) within the borough. Since then, new schemes have been introduced in Wapping, parts of Shadwell, Royal Mint and Berner Estate and consultations have been completed in Spitalfields and Banglatown and Stepney East.

1.5 The results of consultations carried out in wards to date have demonstrated that though support exists for parking enforcement via the use of Traffic Management Orders, there is considerable disquiet about the loss of individually designated bays with many residents making representations to the Council, as well as petitions received.

1.6 In response to this, the council have reviewed its position of implementing a generic courtyard system and considered the re-introduction of individually numbered bays on all estates. This has included seeking further Counsel advice on this matter.

1.7 Following this review, the council has developed a proposal to re-introduce individually numbered bays on all estates which are categorised as an off-street car parking place. In the few areas where estate land is classed as an on-street road or highway, generic permits, which are unnumbered, will remain.

1.8 A change to the proposals to re-introduce individually numbered bays on estate land categorised as an off-street car parking place, will allow

consultation on implementation of Traffic Management Orders to commence without delay, ensuring that estates can be enforced effectively.

1.9 Additionally, the Non-Residential Assets Policy agreed in Cabinet in September 2018 has been reviewed (as set out in Appendix 1). The proposed amendments seek agreement to widen the criteria of who can qualify for a parking permit where there is capacity after residents who live in estates have been allocated permit, introducing two additional tiers for priority of allocations. An examination of other Councils who allow out of borough parking has shown that there is an opportunity to maximise income from this source rather than leave spaces empty.

2 ALTERNATIVE OPTIONS

2.1 Regarding parking enforcement on estate land, the first alternative option is to retain the use of Traffic Management Orders without individually numbered bays (using the generic courtyard approach), as delivered on completed sites up until now. However, the scheme has already been delayed by resident representations and petitions about this matter due to desire to retain individually number bays.

2.2 The second alternative options if for estates to become part of the wider Controlled Parking Zones (CPZ) operated by the Council. This would allow anyone with a LBTH permit to park on estate land. High demand for parking "on street" (on highways) would spill into estate car parks and increase dissatisfaction amongst residents accustomed to parking near their homes.

2.3 The third alternative option is for there to be no controls at all. The lack of any control would have consequences in terms of attracting a high level of irresponsible parking from residents living outside the estates as well as those who do not live in the borough and mean that the council would not have any mechanisms through which to address this. Crucially, it would also impact upon the council's ability to ensure emergency access to LBTH estates.

2.4 Specific to estate land designated as "on street", alternative to providing generic bays it would be possible to provide individually designated bays, however this would not be compliant with Section 64 of the Road Traffic Regulation Act, which includes the provisions of the Traffic Sign Regulations General Directive (TSRGD) and therefore would place the council at a high risk of challenge.

2.5 In relation to the proposed amendments to the Non-Residential Assets Policy, the alternative option is to reject the amendments. This however means that spaces could remain empty in areas where there is additional capacity, limiting opportunities for income maximisation and support of businesses.

3 DETAILS OF THE REPORT

3.1 Background

3.2 All councils received a ministerial letter in September 2014 stating that in the view of the Department of Transport (DfT) the use of contract law to control parking on off-highway council land was unlawful and that the use of Traffic Management Orders (TMO) under the instruments of the Road Traffic Regulations Act 1984 (RTRA) was the appropriate mechanism for enforcing illegal parking on Housing Revenue Account (HRA) land. Traffic Management Orders are the mechanism through which on-street (e.g., non-estate land) is enforced and the appeals processed by the council is administered.

3.3 Following the Ministerial letter sent in September 2014, the DVLA was given an instruction to withdraw access to vehicle keeper details to councils seeking to identify offenders who have received a Parking Charge Notice (PCN) under contract law. The consequence of this has been a considerable rise in inconsiderate parking on LBTH estates still operating Contract Law and a growing awareness amongst residents or "visiting drivers" (many who have no connection with the area) that they are able to park without sanction on LBTH estates. Although, Parking Charge Notices can still be issued, vehicle and address details are not available making enforcement difficult to follow through**.**

3.4 Despite efforts made by councils it became clear that the Government would not renege on this position and at this point LBTH along with other boroughs such as Islington and Westminster began to consider the use of TMOs as the means of re-establishing parking control on HRA land.

3.5 In September 2018, the council Cabinet agreed that a ward-by-ward consultation should take place with residents on the proposal to introduce Traffic Management Orders within the borough. Since then, new schemes have been introduced in Wapping, parts of Shadwell, Royal Mint and Berner Estate and consultations have been completed in Spitalfields and Banglatown and Stepney East.

3.6 The results of consultations carried out in wards to date have demonstrated that though support exists for parking enforcement via the use of Traffic Management Orders, there is considerable disquiet about the loss of individually designated bays with many residents making representations to the Council as well as petitions received.

3.7 Currently the 5,200 parking spaces on LBTH estate land are managed under two methods of enforcement which has implications for efficiency when maintaining effective control on LBTH estates.

3.8 Where TMOs are implemented, Tower Hamlets Homes (THH) on behalf of the council can issue Penalty Charge Notices and towaway offenders' vehicles. This method of enforcement will exist on about one fifth (about 1,200 spaces) of council estates once implementation of schemes at Weavers and

Spitalfields and Banglatown are completed. Currently, these are delivered as generic provision in courtyards where the number of permits never exceeds spaces available.

3.9 On remaining LBTH estates or Housing Revenue Account (HRA) land (approximately 4,000 parking spaces) for which no consultation on a TMO has taken place to date, Parking Charge Notices are issued by the contractor NSL who also operate the appeals process. Those wishing to challenge an appeal further can escalate their case to POPLA (Parking on Private Land Appeals). This is the Independent Appeals Service for PCNs issued on private land that was instigated by the Protection of Freedoms Act 2012. However. as the DVLA no longer provide vehicle details for contract law offences on HRA land, PCNs issued on this land are unenforceable meaning that on most LBTH council estates the level of illegal parking has risen. Towaway or clamping is not permitted on this land which compounds difficulties in effective enforcement.

3.10 The prompt consultation on TMOs and subsequent implementation of these will mean that residents have the option of having their estates effectively enforced.

3.11 **Individually designated bays**

3.12 The current TMO schemes are based on the use of “generic courtyard permits” that does not allow the use of individually designated bays unless the applicant has a disability or illness and meets the council’s qualifying criteria for the allocation of a Personalised Disabled Bay.

3.13 However, unlike many other local authorities who operate a similar scheme, LBTH has allocated individually designated bays for residents since the inception of parking enforcement in the borough. The change to the use of generic courtyards (where the number of permits allocated do not exceed spaces available) has been controversial and often unpopular amongst residents. This has had consequences in terms of achieving timescales for completing consultations because of the high level of representations and petitions received from residents about this aspect of the scheme.

3.14 Further advice has now been obtained as to whether individually designated bays can be provided within the delivery of a Traffic Management Order which is reflected in the proposals to reintroduce individually designated bays on off-street car parks.

3.15 **Distinction between off-street car parks and estate roads**

3.15.1 Parking enforcement on housing land is governed by the following:

- Section 32 and 35 of the Road Traffic Management Act (RTRA) which sets out processes for parking management on off-street car parks.

- Section 45 of the Road Traffic Management Act which sets out procedures for parking management on highways. It is possible that an estate road could be a “highway”.

3.15.2 As a part of the process site surveys, of all council estates have been carried out to ascertain if they are designated as off-street car parks or estate roads on “on street areas”.

3.15.3 Results of the survey show that over 95% of estates fall into the category of an off street car park place with the remainder categorised as estate roads “on street areas”.

3.16 **Estate Roads on “on street areas**”

3.16.1 Section 45 of the Road Traffic Regulations Act (RTRA) allows orders to designate parking places on highways and introduce payment or permits systems for such designated spaces.

3.16.2 A small number of LBTH council estate roads such as Shadwell Gardens, Malmesbury Road and parts of Rosebank Gardens are therefore designated as a highway and must comply with this section of the RTRA. This section of the RTRA is far more prohibitive of individual bays.

3.16.3 This is because Traffic Signs on roads or highways must comply with Section 64 of the Road Traffic Regulation Act which outlines the provisions of the Traffic Sign Regulations General Directive (TSRGD).

3.16.4 To comply with legislation, it is proposed that where an estate road is defined as a “on-street” the allocation of permits will continue to be generic. This will mirror existing processes used by LBTH to allocate permits and enforce parking on streets/highways around the on-street estate road.

3.17 **Off street car parking places**

3.17.1 Section 32 and 35 of the Road Traffic Regulations Act provides the power for local authorities to provide off-street parking places.

3.17.2 It is considered that as Section 64 (the Traffic Signs Regulations General Directive) of the RTRA does not apply to off-street category of land and section 32 and 35 does not disallow the use of individually numbered bays in off street parking areas, there is an option to retain individually numbered bays on land designated as off-street.

3.17.3 The use of individually designated bays:

- Gives certainty as to where a resident will be able to park and can assist in the prevention of congestion which can be caused by residents searching for available spaces in off street car park places.
- Enables those who do not meet the criteria for a Personalised Disabled Bay but hold a Blue Badge to be parked closer to their home.

3.17.4 It is therefore recommended that on all estates designated as “off street” car parking places individually numbered bays are re-introduced.

3.18 **Proposals for operation of TMO scheme**

3.19 **On Street Estate Parking areas**

3.19.1 It is estimated that approximately 220 will be designated as “on street”. This includes areas which are currently designated at on street; in areas that are yet to be consulted on an implementation of a TMO, it is expected that only 75 spaces will be designated as on-street and that this will be in the Bow West area.

3.19.2 In these areas where individually designated bays are not possible, generic permits will be allocated. As stated previously, the number of permits allocated will not exceed those available.

3.19.3 Table 1: On-Street Estate Areas & Parking Bays

On-Street Estate Name	Ward	Currently under TMO?	Number of Parking Bays
Shadwell Gardens	Shadwell	TMOs are already in place in these areas	56
Agatha Close	St Katherine's & Wapping		12
Wine Close	St Katherine's & Wapping		20
Royal Mint	Whitechapel		60
Rosebank Gardens	Bow West	No TMO to date	43
Malmesbury Road	Bow West	No TMO to date	32
		TOTAL	223

3.20 **Off Street Parking areas**

3.20.1 Following a stock survey exercise, it has been estimated that over 5,000 of 5,200 spaces available will be designated as off-street parking areas.

3.20.2 In addition, it has been identified that 240 new bays could be created in off-street areas across the borough.

3.20.3 This means that in all of these areas individually numbered bays could be provided to residents. It is therefore anticipated that all residents on an estate will therefore be able to be allocated with a numbered bay should they request this.

3.20.4 In this arrangement, enforcement officers would need to check that the car parked in each individual bay corresponds to that bay number.

3.20.5 Where an unauthorised car has parked in an individuals’ numbered bay, that individual will need to make alternative parking arrangements (e.g., not on that estate and in line with any parking laws/restrictions on alternative land)

until that car is moved. Those individuals will not be permitted to park in any other space on the estate land (as sometimes occurs under the contract law arrangements) as under the TMO scheme they will only have permission to park in their allocated individual bay. It will not currently be possible to provide a responsive service to remove vehicles which are illegally parked in a persons' individually allocated bay due to limited towaway truck and driver capacity. This service could be provided if additional towaway trucks and drivers were employed, however this would come at an additional cost of £200K to enable a responsive service. This would likely require a significant uprise in the costs of permits to cover the costs of delivering this service.

3.20.6 This may be a cause of disputes between residents and issues for residents if they are not able to park in their individual bay due to others parking there.

3.20.7 This will be highlighted during the resident consultation to ensure that residents are clear of this limitation with retaining individually numbered bays.

3.21 **Permit processing – IT system**

3.21.1 The Taranto permit processing system has been adopted by THH to allow for electronic permits to be developed. This will generate efficiencies by reducing the amount of officer time required to process permit applications and issue paper permits to residents.

3.21.2 By introducing individually numbered bays, the original module developed by Taranto will have to be altered to accommodate the new approach. Though initial discussions with Taranto have indicated that Taranto are likely to be able to deliver this it is likely that there will be cost implications, which could amount to up to £100K.

3.21.3 This cost would need to be off set against any savings generated by the new permit allocation process and any savings generated through LBTH and THH sharing services.

3.22 **Consultation**

3.23 It is proposed that consultation within the borough under the Road Traffic Regulations Act 1984 will take place as each TMO is proposed. This will also incorporate any requirement to consult under Section 105 of the 1985 Housing Act.

3.24 The actions and timescales for the consultation and subsequent timescales are set out in Table 1.

3.25 Table 1: TMO Consultation and Implementation Timescales

Stage	Actions	Timescale
Consultation - stage one	• Consultation letter on the proposal to implement a TMO to all wards	4 – 6 weeks

	• Separate consultation letter on the new proposals to those wards with a completed processes • Consideration of representations to the council and council agreement	
Consultation – stage two	• 21 day statutory “Notice of Proposal" published	21 days
Consultation – stage three	• Consultation on statutory representations	4 – 6 weeks
Decision	• Decision on TMO implementation	To be scheduled
Implementation	• Local consultations on scheme layouts and design • Boroughwide implementation of TMOs/Estate Improvements – this involves consultation, layout and design works, permit allocations and implementation works on over 200 estates	18 – 24 months

3.26 During the consultation process, residents will be able to make representations to the council who are legally obliged to consider every objection that is sent. The Divisional Director of Public Realm will respond to acknowledge the representations and to inform the resident of the appropriate decision maker's determination of that objection.

3.27 Views received during the consultation will be broken down so as to recognise any local differences that may exist from estate to estate.

3.28 Assuming the council agrees a TMO scheme in a ward, prior to any works a local consultation will take place on the layout and design of each proposed Traffic Management Order zone allowing residents to comment on any changes that are proposed.

3.29 Following any amendments, the council will subsequently issue a final 21-day notice summarising the imminent proposal and consider any final comments from residents.

3.30 Subsequent to a decision on the final proposal, it is anticipated that implementation works will take between 18 to 24 months to complete.

3.31 **Implementation works**

3.32 The introduction of a TMO requires that HRA land complies with requirements set out in the Road Traffic Regulations Act 1984.

3.33 Some estates will require additional works to meet these standards. This might mean additional road surfacing works, painting of yellow lines and the putting up of notices that consult upon the statutory stage of the TMO consultation.

3.34 The costs for this will be included in the budget delegated to THH for the implement of TMOs; the proposal to implement individually numbered bays will not affect these costs.

3.35 On a small number of estates, a change in layout or reduction in the number of spaces available on an estate may be required due to fire safety reasons.

3.36 In such circumstances every effort will be made to find alternative spaces but where there is a reduction in spaces:

- Non-residents will lose their spaces first
- Followed by households with more than 2 bays
- Followed by households with more than 1 bay

3.37 It is estimated that this will occur on no more than 10 estates.

3.38 Where a majority of residents request a reduction in parking spaces in the hope of developing increased environmental provision, this can also be considered by the Council.

3.39 On some estates with a newly established TMO it has also been possible to re-assess the existing layout and increase parking capacity for residents.

3.40 Any such proposal will form the basis of local consultation.

3.41 **Allocation of spaces under TMOS**

3.41.1 As each TMO is implemented, existing licenses let under contract law will be ended and allocations will be based on the Non-Residential Assets Policy.

3.41.2 Visitor bays will be available for visitors of LBTH council housing residents.

3.41.3 Personalised Disabled bays will be maintained with a separate application process for this category. Those Blue Badge holders who do not meet the criteria for a Personalised Disabled Bay criteria will be placed as near to their homes as possible.

3.41.4 Existing contractor bays will be maintained where LBTH and THH contractors are carrying out current works on an estate though on some estates these will become visitor bays which contractors will be able to park in to create more capacity.

3.42 **Abandoned vehicles**

3.42.1 For a vehicle to be removed it must meet a set criteria. The use of a TMO is likely to enable faster identification and removal of an unauthorised vehicle through pursuing enquiries through the DVLA.

3.42.2 These changes require the creation of two license types which reflect the requirement for both individually designated bays and generic spaces

3.43 **Draft implementation timetable**

3.43.1 The timescales set out in Table 2 outline the projected date at which schemes will go live and include the projected time that actual implementation takes.

3.43.2 Table 2: Projected dates for implementing TMO schemes

Action	Completion Date
• Cabinet approval	*Q4 22/23*
• Call in period - 5 days	*Q4 22/23*
• Letter to all remaining Wards	*Q4 22/23*
• Spitalfields/Banglatown	*Q4 22/23 - Q1 23/24*
• Shadwell (Martineau, Pitsea and Watney Market)	*Q1 23/24*
• Stepney Green East/Whitechapel (North)	*Q4 22/23 - Q1 23/24*
• Weavers	*Q1 23/24 – Q2 23/24*
• Bow West	*Q3/ 23/24 - Q1 24/25*
• Bethnal Green	*Q4 23/24 - Q2 24/25*
• Bow East	*Q4 23/24 - Q2 24/25*
• St Peters	*Q1 23/24 - Q3 24/25*
• St Dunstans/Mile End	*Q1 23/24 - Q4 24/25*
• Stepney Green West	*Q3 23/15 – Q4 24/25*
• Limehouse, Poplar and Bromley South	*Q2 24/25 – Q4 24/25*

3.43.3 Implementing a TMO has the following dependencies:

- The scale of works required to ensure an estate meets the requirements of the TMO
- Prolonging of consultation dates caused by opposition to the scheme
- Achieving targets for the manual re-allocation of the remaining 4,400 permits

3.43.4 When a Traffic Management Order is delivered, all new applications for parking will be suspended to ensure that available spaces are in the first instance reserved for residents. Where an application is made from a disabled tenant or leaseholder who is a blue badge holder, wherever possible a parking space will continue to be let.

3.44 **Non-Residential Assets Policy Amendments**

3.45 The Non-Residential Assets Policy agreed by council Cabinet in September 2018 set out the following principles necessary for the administration of Traffic Management Orders:

- Removal of individually designated bays
- Introduction of Personalised Disabled Bays and Carers Permits
- Permit availability for households
- Allocations criteria for parking spaces
- Introduction of 12 month permits

3.46 Further to this, a decision was confirmed that withdrew the right of out of borough applicants to park on LBTH Council estates.

3.47 It is proposed that individually designated bays are re-introduced and rolled out on estates defined as off street parking places as set out above.

3.48 Additionally, it is also proposed that estate permits are allocated on a five-tier priority basis as set out in Table 3.

3.49 Table 3: Priority criteria for allocation of permits on estate land

Priority tier	**Category**	**Criteria**
One	Residents with Disabled Blue Badge/Medical evidence	Disabled Blue Badge/Medical evidence and resident on estate
Two	Residents living on estate with permit	Holding permit on estate and lives on estate (tenant, leaseholder, freeholder or sub-tenant of leaseholder or freeholder)
Three	Residents living on estate without permit	Lives on estate but does not currently hold a parking permit (tenant, leaseholder, freeholder or sub-tenant of leaseholder or freeholder)
Four	People living within estate ward	Residents of estate ward including those in car free developments
Five	People with a Tower Hamlets address (business, employment or residential) living outside ward	Out of ward or borough residents

3.50 The amendments include a reintroduction of a fifth-tier priority group for people who do not live on the estate or in the ward of the estate, including those who live out of borough. However, those applying for this permit type must have an address in Tower Hamlets to make the application (residential, employment or business).

3.51 This will offer an opportunity for where there is capacity on estates and vacancies after permits have been offered to those in the first three priority tiers to maximise income, avoid vacancies and give opportunities to accommodate local business. For example, in some areas such as Bow, under current proposals approximately 170 Out of Borough Permits would be withdrawn creating vacancies that may be compounded by the Town Hall move (as LBTH staff will be re-sited in the Town Hall and no longer need a parking space on estates).

3.52 It is proposed that permits allocated to those not living within the ward are charged at the same rate as those who currently hold Out of Borough permits on contract law sites (£7.61 per week). A subsequent review of all permit charges will then take place as part of the council's Fees and Charges annual review.

3.53 **Review of Out of Borough allocations in LBTH**

3.53.1 In 2018/19, the Council asked Tower Hamlet Homes to implement a decision to end "Out of Borough" permit allocations on estate land. This involved both making no new allocations of available spaces plus a managed process of phasing out existing license holders as and when each area-based TMO was implemented.

3.53.2 As part of a consultation on these proposals all 436 Out of Borough holders were written to in August 2018 and January 2019.

3.53.3 361 replies were received – the categories of those responding to a survey is set out in Table 4.

3.53.4 Table 4: Categories of those previously holding Out of Borough permits

Category	**Response/Numbers**
LBTH staff	126 many of whom will be re-sited in new Town Hall and no longer need space
Public Service Employees	59 employees from Police or NHS
Commuting for work or businesses	156 residents who own businesses or are employed in Tower Hamlets
Carers	20 rent bays for caring purposes

3.54 **Policy review of other local authorities in London**

3.54.1 As part of the review of the Non-Residential Assets Policy, a policy review of other local authorities in London was conducted.

3.54.2 It found that most of the inner London Boroughs benchmarked offered an Out of Borough option on their housing estates.

3.54.3 Table 5: Other local authorities' allocations policy and charges for estate land

Borough	Tenants/Leaseholders	Out of Borough	Borough Residents
Tower Hamlets	£2.42 per week	£7.61 per week (for those with existing permits Out of Borough permits)	£2.90 inc VAT per week
Hammersmith	£119 per annum £497 for 2nd vehicle per annum	Not Offered	Not Offered
Camden	£2.72 to £12.75 per week	£16.17 to £48.34 per week	£16.17 to £48.34
Kensington	£5.79 to £7.46 Indoor £13 to £28	£18.63 to £72.19	£18.63 to £72.19 per week
Islington	£2.72 to £5.97 per week	£6.58 to £19.28 per week	£6.58 to £19.28
Hackney	£40.50 per annum	Not Offered	Not Offered
Westminster	£1.66 to £9.28 per week	£23.78 to £103.75 per week	£2.69 to £59.28 per week

4 EQUALITIES IMPLICATIONS

4.1 An Equalities Impact Assessment (EIA) was carried out and included in the September 2018 Cabinet report. It made recommendations with regards to the access of disabled tenants to parking spaces on LBTH estates.

4.2 This was further reviewed in September 2021 and is available on request

4.3 The Non-Residential Assets Policy has been designed to ensure a clear, fair and consistent process for residents when applying to park.

4.4 The implementation of the TMO scheme involves a comprehensive and statutory consultation with tenants, leaseholders, sub-tenants and freeholders.

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.
- Data Protection / Privacy Impact Assessment.

5.2 **Best Value**

5.2.1 The delivery of the TMO and the subsequent management will need to be formalised in a contract with the relevant supplier(s). The appointment of these suppliers will be subject to procurement processes which will ensure the council receives the best value in delivering services which meet the council's requirements.

5.2.2 The implementation of a TMO will enable the council to enforce parking contraventions under Part 6 of the Traffic Management Act 2004 and recover the revenue which will fund this scheme

5.3 **Environmental**

5.3.1 The TMO scheme will mean that process of re-allocating permits on LBTH council estates ensures that parking is prioritised for residents and that those who have left an estate can no longer retain them. Where there is no demand, allocations on to estate car parks can reduce over capacity in on street-controlled parking zones.

5.3.2 The scheme offers flexibility in that those estates who may wish to limit the availability of parking may do so if this view is reflected in the consultation.

5.4 **Risk Management**

5.4.1 Other local authorities who have carried out similar consultations have experienced a small minority of estates that have chosen to opt out from any form of parking control and there is a risk that this may occur in Tower Hamlets leaving the council without any mechanism through which to ensure emergency vehicle access and tackle illegal parking.

5.4.2 To mitigate this risk, the council will enter into a process of continuous dialogue with those estates, to seek enhanced knowledge of the conditions on the estate and to manage this risk including ensuring that emergency access is available. However, opposition to schemes to date has largely centred around the removal of individually designated bays rather than the principle of enforcement.

5.4.3 Changes in parking enforcement may increase the risk of judicial challenge. However, the Government has clearly stated their view that Local Authorities should use TMOs as the means of control and these proposals are based on Counsel advice. Additionally, the plan to replace contract law and implement TMOs follows the direction set by the Ministerial letter received in September 2014 making the prospect of successful challenge less likely. The move to Traffic Management Orders also ended an existing judicial challenge about the use of Contract Law to enforce parking.

5.4.4 The proposed Non-Residential Assets Policy amendments may lead to complaints from some residents who live on the estate that they are unable to access a space. However, section 2 of the Policy (Appendix One) sets out the council's intention to ensure that residents who live in an area receive priority and that nominations for those living out of the area or borough only occur when it is evident that there is spare capacity.

5.5 **Crime reduction**

5.5.1 The lack of parking control allows easy access to those who drive on to LBTH estates to engage in criminal activity. The establishment of parking controls by using TMOs will allow the council to tackle and track such illegal parking and link up with council initiatives to tackle anti-social behaviour directly on LBTH estates.

6 COMMENTS OF THE CHIEF FINANCE OFFICER

6.1 This report seeks the approval to introduce individual numbered bays within the delivery of the Traffic Management Orders programme on LBTH estate land. It also seeks approval to amend the permit allocations policy for parking on estate land

6.2 The implementation of "off-street" TMO's on estate land (whether an individual or generic bays approach is taken) represents capital expenditure and would be funded through the approved capital scheme to introduce TMOs on estates that forms part of the current capital programme. The numbering of individual bays would form part of this capital scheme for which there is £2.258m of approved funding in 2022-23. There has been spend to date of £130k against this budget

6.3 The introduction of numbered bays will require an upgrade to the Taranto parking system to introduce a virtual permit system. The cost of this upgrade is estimated at £100k, with ongoing annual support and hosting charges of £35k. These revenue costs will need to be met from the HRA as they relate directly to estate parking. Currently no budget provision has been identified within the HRA to cover these costs and if they cannot be contained within the existing budget envelope will require growth as part of the MTFS budget setting process.

6.4 The amount of additional income generated by introducing additional tiers of permits where there is capacity on estate land is influenced by the amount of 'free' space after residents have applied for permits, which will vary from estate to estate and will not be known until permit applications are received and the charges levied on these additional permits. Currently it is not proposed to increase charges for permits in the new fourth and fifth tiers but this could be reviewed as part of the fees and charge setting process

6.5 Should demand for permits remain at the same level that they are now and assuming that all 436 Out of Borough permits are revoked, thereby leaving 436 empty spaces on estates, the annual loss of income to the Housing Revenue Account would amount to £172k. This income loss would be mitigated by offering people living outside the estate but in-borough an opportunity to apply for permits.

7 COMMENTS OF LEGAL SERVICES

7.1 This Report considers the use of Traffic Management Orders (TMO) in responding to parking on LBTH estate land. The report identifies that some estate land may be roads to which the public has access and, in these situations, the recommendation is that the "on-street parking" provisions of s45 Road Traffic Regulation Act 1984 be used to make any TMOs that may flow in the fullness of time. These TMOs made under s45 can then be signed in accordance with statutory requirements.

7.2 Other estate land has been identified as not being roads to which the public has access and in this case, the statutory basis for any order is to be found in the "off-street parking" provisions of s32 and 35 of the 1984 Act.

7.3 Quite properly the Report seeks authorisation to permit the Divisional Director of Public Realm to undertake consultation about the proposals which will permit residents to make representations about the proposals before any scheme is introduced. Any representations received will be considered and as indicated in paragraph 3.25, any decision on the implementation of a TMO will take place after the 3-stage consultation process has taken place. Should TMOs be made, the local consultation will continue on issues such as scheme layout and design. Any consultation should be clear and concise; informative; have a purpose; and be part of the process of engagement. Adequate timescales (including the statutory 21-day "Notice of Proposals" period) is provided for and will allow for residents, organisations and statutory bodies to feed in their views. Consultation will allow for scrutiny of the proposals and, in the fullness of time, for a decision to make to implement the TMOs.

7.4 The recommendation to approve the Non-Residential Assets Policy in Appendix 1 is an operational decision.

Linked Reports, Appendices and Background Documents

Linked Report

- NONE

Appendices

- Appendix 1 - LBTH Non-Residential Assets Policy

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

- NONE

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APPENDIX ONE

LBTH NON-RESIDENTIAL ASSETS POLICY

1. DEFINITION

1.1. This policy sets out the London Borough of Tower Hamlets (LBTH) ("the Council") policy and procedure for letting of non-residential assets on estate or Housing Revenue Account (HRA) land.

1.2. Non-residential stock lets include garages, store-sheds (pram-sheds), parking spaces and other miscellaneous non-residential facilities managed by the Council and let through a licence agreement.

2. LBTH POLICY

2.1. The Council will seek to ensure that non-residential stock is allocated in a fair and timely manner, so as to maximise the use of facilities for the benefit of residents.

2.2. Permit charges associated with non-residential stock are set by the Council.

2.3. Priority for letting non-residential assets will always be given to residents of the estates in which the facilities are situated. This includes council tenants, leaseholders, or freeholders (liable for payment of service charges).

2.4. Where any member of a household already licences a parking facility, precedence will be given to applicants on the same banding level to whom a let has not already been made.

2.5. Garages and parking bays that form an integral part of an individual dwelling will be let as part of the tenancy.

2.6. Garages and parking bays that are separate from individual dwellings are will be let on weekly licence agreements.

2.7. All store-sheds will be let on weekly licence agreements.

2.8. Since 2020, a new system for car spaces has been introduced and therefore pre-paid annual permits will be issued to successful applicants.

2.9. Permits for car spaces or garages will be available to those who do not live in the borough, assuming they have a workplace or business within LBTH. This will be dependent on the capacity which is available due to unmet demand from residents located within an estate area.

2.10. On Council estates where there is a constant demand from residents for garages and parking spaces, the residents will generally be restricted to two permits per household.

2.11. Where there is no demand (i.e., a space is empty for more than 4 weeks), the Service Manager has the discretion to increase this threshold. This will be on the basis that any subsequent and substantial increase in estate-based demand will lead to those lettings being revoked.

2.12. Where there is proven demand from local residents (including those with a disability) who are requesting a facility to whom a let has not already been made, the managing agent may at its discretion take action to terminate licences and re-allocate facilities if it is the case they are not located in the near vicinity. This may involve removing a permit from a non-resident who does not live on the estate or a household/business who already rents several facilities.

2.13. Where it is discovered that a garage, store-shed or parking space has been illegally sub-let by the licence holder to another person or illegally obtained by providing false documentation, the licence will be terminated, and the licence holder will be permanently excluded from renting further estate facilities.

2.14. Where a leaseholder or freeholder sub-lets their property and is no longer resident on the estate, any existing facilities licence ends.

2.15. When a resident vacates the property, they may only retain any existing facilities licences if they move within the estate.

2.16. Any estate facility cannot be sub-let by a leaseholder to their sub tenant. The sub-tenant must apply for a space in their own right.

2.17. No alterations to non-residential stock are permitted and in such circumstances the Council will revoke the licence.

2.18. Where the parking facility is in a controlled access car park, the resident may be required to pay a refundable deposit for any security keys/fobs that are needed.

2.19. In the event of lost, stolen, or damaged keys, residents will be required to pay for a replacement key.

2.20. Requests to change a personal vehicle during the period of the permit will be subject to an administration fee.

2.21. <u>Estates operating under Contract Law</u>

2.21.1 On estates that are controlled utilising contract law, a non-residential facility will not be let to any household where a tenant, leaseholder or freeholder

has an outstanding debt with the Council.

2.21.2 A Notice to Quit will be served on any facility let where a licensee has licence fee arrears of 4 or more weeks and action will be taken to repossess the facility.

2.21.3 No previous applicant with unpaid arrears or costs will be allowed to re-apply for non-residential stock.

2.21.4 The parking space can only be used for accommodating one registered motor vehicle that is in the ownership of the Licensee or their family.

2.22. Estates operating under Traffic Management Orders (TMOs)

2.22.1 The Council will move towards implementing an annual permit issuing process where payment for a car space is made in advance.

2.22.2 Only one permit per vehicle will be issued and will be renewable annually.

3 LETTING PRIORITIES

3.1. The letting of parking spaces will be based on the following priority bands:

1. Council tenants, leaseholders or freeholders that are residents/carers with Disabled Blue Badge or appropriate medical evidence

2. Council tenants, leaseholders or freeholders and their households along with and authorised tenants, who are living on the estate and hold permits

3. Council tenants, leaseholders or freeholders and their households along with and authorised tenants, who are living on the estate and are applying for a new permit

4. Other LBTH residents living within the ward including council tenants, leaseholders or freeholders residing in new build homes

5. Non-residents from LBTH living outside the ward the estate is in or residents living outside the borough with a connecting business, employment or residential address.

3.2. In order to secure a car space or a garage the resident must provide information below:

- **One document from the list below:**
  - First and second page of Vehicle Registration Document (V5C). This must be registered to the resident at their current address

- Completed New Keeper Supplement (V5C/2) dated within the last four weeks (making sure the date, name and address are filled in) – accompanied with an insurance document showing name, address, and vehicle details
- Motability Insurance Certificate
- Lease or Hire Agreement (must be signed) showing name, address and contractual start date and end date
- Signed company letter on headed paper dated in the last 28 days of the application confirming; your name and address, vehicle details, you are an employee, you are insured to drive the vehicle and you have the permission to drive the vehicle for business and personal use.

- **Proof of Residency - one from the list below:**

  - UK Driving licence registered at your current address
  - Signed tenancy agreement (dated with 4 weeks)
  - DWP letter (only for Personalised Disabled Bays)
  - EU Drivers Licence plus current financial years council tax bill
  - Current financial years council tax bill

3.3. In the event of a lost, damaged, or stolen permit, a replacement permit will be issued for an administration charge.

3.4. In the interim period a 14-day temporary permit will be issued. The permit holder is responsible for submitting their new keeper supplement, sales receipt, or insurance document.

3.5. The estate parking permit may be revoked if major works are planned. A 14-day notice will be issued to revoke the parking permit. A refund will be processed in line with the terms and conditions of the permit. Permit holders will need to make alternate arrangements.

3.6. Once the Council introduces the new online application process, these changes can be made online by the resident.

3.7. The right to seek additional proofs from residents is reserved and a space will not be let when evidence suggests that there has been a contrivance to obtain a facility.

3.8. **Applications for residents with disabilities**

3.8.1 Council residents (tenants, leaseholders, freeholders or qualifying sub-tenants) with disabilities who are Blue Badge holders will be entitled to one permit that is free of charge.

3.8.2 Applications from all Council residents (tenants, leaseholders, freeholders or qualifying sub-tenants) who are Blue Badge holders and own, lease, or rent the vehicle (both tenants and non-council tenants, leaseholders or

freeholders) will receive a 100% discount for a car-permit and a 50% reduction for a garage.

3.8.3 Nominated drivers for residents with Blude Badges must live at the same address and provide their vehicle registration document classed as disabled.

3.8.4 Where there is a named resident or non-resident carer who is receiving a Carers Allowance, the allocated parking bay will be let at no charge to that person, assuming that the resident that they care for is a Blue Badge holder. Council residents with carers may apply for a carers permit. All cases will be assessed and are subject to an occupational therapy assessment.

3.8.5 Council residents (tenants, leaseholders, freeholders or qualifying sub-tenants) with disabilities may also apply for a Personalised Disabled Bay. An application will need to be made and an assessment by an approved Occupational Therapist will be carried out to determine if the applicant should be granted a bay.

3.8.6 A second permit or garage held by a Blue Badge holder will be subject to the standard charge.

3.8.7 Any application from a disabled customer is dependent on proof of address and provision of the Blue Badge.

3.8.8 Those applying as a nominated driver must provide evidence that the vehicle is registered disabled, and the Blue Badge holder must live with them.

3.9 **Applications from residents living in car-free developments**

3.9.1 Residents who move to a Car-Free home in Tower Hamlets will be permitted to apply for a parking bay on adjoining LBTH estates if sufficient capacity is available.

4. PROVISIONS SPECIFIC TO GARAGE LETTINGS

4.1 Unless designated suitable for storage, garages should only be used for the purpose of storing a private motor vehicle, bicycles or a motorcycle and a licence can be revoked if a unit is being used for another purpose.

4.2 The Council is not responsible for any loss or damage caused to any property brought into the garage. The Licensee is also responsible for any damage that they may cause to the garage.

4.3 Priority will be given to residents living within the estate. If there is capacity, businesses registered within the vicinity of the estate may be considered.

4.4 In the event of an incident where a garage suffers malicious damage, the Council is not obliged to undertake repairs should they prove too costly. Wherever possible, it may offer an alternative garage.

4.5 Hazardous and flammable materials such as petrol cannot be stored within a garage and any breach of health and safety regulations will mean the licence is revoked.

4.6 Though power points and lights are installed in some of the Council's garage stock, the Council is not obliged to provide this facility free of charge and it is not a condition of the Garage Licence. Additionally, the Licence states that the garage must be used solely for the storage of a car so there should be no situation where a power supply is required and then supplied at the Council's cost.

4.7 As and when such installations are found, the Council is within its rights to withdraw the power source if it is practical to do so and will revoke garage licence if evidence shows that the supply is still in use.

4.8 When a garage facility is vacated, the premises must be received empty of possessions and rubbish. Should this not be the case, the licence holder will continue to be charged for use and occupation of the facility and the cost of clearance of the garage. If an occupant fails to return garage keys and a lock change is necessary, the licence holder will be charged.

4.9 Garages will not generally be let if a licence holder is in debt to the Council (this includes rent and service charges).

4.10 Motability Scooters holders are able to rent a garage to store their vehicle. The Council cannot provide a power supply for the purpose of electrically charging the vehicle.

5. PROVISIONS SPECIFIC TO STORE-SHEDS

5.1. As there is no facility on GIS allocations portal for store-sheds, the Council will maintain a separate estate-based waiting list using a standard format across all housing. Allocations will be based on the letting priorities set out in section 2.

5.2. In order to apply for a store-shed proof of identity and address will be required, and applicants will be placed on a waiting list

5.3. Council residents (tenants, leaseholders, freeholders or qualifying sub-tenants) with children under 5 and/or with children who have disabilities, Council residents who are overcrowded will be treated as being in the first priority band. Within this band:

- Priority will be given to residents living on higher floors than those living on the ground floor.
- Those who are living on the ground floor with garden space will not be considered a priority for storage space.

5.4. If there is availability and there is more than one application coming from the same band, the applicant who has been identified within the above categories will receive priority.

5.5. Should several applicants be in the same situation, the allocation will be determined by waiting time.

5.6. Store-sheds are intended for the use of residents within the block or estate and are not available for non- tenants or able to be “inherited” by sub-tenants of leaseholders who have let their premises.

5.7. Applications from sub-tenants will be treated in the second priority category set out in Section 2.

6. PROVISIONS SPECIFIC TO CAR SPACES

6.1. All vehicles parked on estate or Housing Revenue Account (HRA) land should be in a roadworthy condition, must meet vehicle length requirements and be fully road taxed and insured.

6.2. Even with a permit, SORN or abandoned vehicles are not permitted on car spaces or land and will be subject to Penalty Charge Notices and towing as well as losing their permit.

6.3. All vehicles will be issued with a valid one-year permit. Should a valid permit not been in place, a vehicle will be issued with a Fixed Penalty Notice.

6.4. If the licence holder uses the facility to carry out re-occurring or extensive maintenance work or repair work to a vehicle on a car space the licence will be revoked.

6.5. The Council will not fit locking posts to any new car spaces. Any damage to an existing locking post will mean that the facility is removed and when Traffic Management Orders (TMOs) are introduced no locking bars will be used.

6.6. The Council is not responsible for any damage to a Licensees car and the vehicle is parked entirely at the risk of the owner.

6.7. The Council will endeavour to remove or fine unauthorised vehicles that park in an allocated bay but can take no responsibility in the event that they are unsuccessful in achieving this.

6.8. A licence holder cannot hold two facilities (i.e., a garage and a car space) for the storage of the same registered vehicle.

6.9. The estate resident permit is non-transferable between household members.

6.10. The majority of permits will be let as individually designated or numbered bays as they are based in off street car park places. A specific license will be created for this purpose which will clearly set out the number of the facility and the requirement to park only in this bay.

6.11. Some permits on roads or highways based on estates will be generic bays and will be issued as a generic permit. In these areas no more permits will be allocated than those available.

6.12. Permits obtained fraudulently will be cancelled without notification and no refund will be payable

7. MOTOR CYCLES, BIKE SHEDS

7.1. Wherever possible, the Council will provide bicycle storage facilities. Where there is controlled access to a bicycle store, the resident will be required to pay an annual charge and a refundable deposit for any security keys/fobs that are issued.

7.2. Due to space constraints, if a bicycle is considered to have been abandoned, it will be removed and:

- A sticker will be placed on the bike giving one month's notice prior to removal.
- Bicycles not claimed will be donated for charity (the Mayors Fund)

7.3. Bicycles are stored at the owner’s own risk and the Council and/or Tower Hamlets Homes will take no responsibility in the event that damage to a bike-shed leads to the loss, theft or damage.

7.4. The Council and/or Tower Hamlets Homes will have no responsibility for repairing or replacing individual locks.

7.5. Repairs to a bike shed will only be carried out if they are economically viable.

7.6. Spaces will be let on a “first come, first served” basis under the terms set out in the bike shelter licence agreement.

7.7. For reasons of fire safety, motorcycles should not be left near a block and may be moved if it is thought that they may pose a risk to residents.

7.8. Where possible, the Council will endeavour to create provision for the parking of motorcycles on LBTH estates.

8. CONTRACTOR SPACES

8.1. Where possible, the Council will provide assistance to contractor parking within estate parking arrangements to assist with asset management. Charges may be levied as a part of this arrangement.

8.2. During major works, a parking space may be needed by the contractor to erect scaffolding or carry out other works. Where possible, a permit holder may be transferred to an alternative space. Where no space is available, a 7-day termination notice will be served, and a refund when necessary.

9. PARKING SUSPENSIONS

9.1 Land is sometimes needed to carry out works either related to improving or repairing stock or for an external contractor (i.e., Railtrack).

9.2 Where this occurs parking spaces may be suspended for the period of the works meaning that residents are displaced.

9.3 Where it is possible, the Council will use every endeavour to find alternative accommodation, but this is often not possible.

9.4 Where this occurs, a resident must then seek alternative parking through the Council's parking website.

9.5 <u>Where Contract Law is in place:</u>

9.5.1 Those whose numbered bays are in the demise of the proposed suspension area will lose use of their bays for the period of works. If the spaces are re-instated, they will be entitled to return to this bay.

9.6 <u>Where a TMO is in place</u>

9.6.1 The priorities for those have been set as to will retain a permit in an area where there is a loss of spaces due to a suspension are as follows:

- Those with Personalised Disabled Bays (PDBs) and Blue Badges will have the highest priority (with PDBs the highest)
- Residents living in the estate demise applying to retain a permit will be considered in no particular order

- If there are spaces remaining, these will be selected based upon the priority tiers set out in section 3.1.

10 VISITOR BAYS

10.1 On the majority of estates, there is provision for visitor parking. This allows visitors to the estate to park using permits purchased from Tower Hamlets Homes. Where there are no available spaces (or where residents have chosen for there to be no visitor spaces), residents can access on-street visitor permits through LBTH Parking Services.

10.2 Visitors to the estate will not be allowed to use spaces used by allocated permit holders and in these circumstances will be liable for a Penalty Charge Notice.

11 DEVELOPMENTS INVOLVING THE DEMOLITION OF NON-RESIDENTIAL ASSETS

11.1 As a part of its commitment to maximise the availability of affordable accommodation, the Council may require the return of non-residential assets to enable property development.

11.2 Under licence arrangements, the Council have the right to repossess these facilities and in these circumstances:

- If there is capacity to re-locate licence holders, the Council will use its best endeavours to re-site those tenants and leaseholders who are affected.
- The Council will not guarantee that a replacement facility can be found and there is no requirement on the part of the Council to do so.
- There is no obligation on the part of the Council to re-locate licence holders who are non-resident.
- There is no obligation to re-situate those who are using garages for storage.
- Where it may be necessary, the Council will end licences of non-residents in areas around infill sites to facilitate a supply of parking for tenants and leaseholders.
- Traffic Management Orders will be used on all new Council built car free developments.

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Cabinet 25 January 2023	
Report of: Somen Banerjee, Director of Public Health	**Classification:** Unrestricted
Baby Feeding and Wellbeing Service	

Lead Member	**Councillor Gulam Kibria Choudhury, Cabinet Member for Health, Wellbeing and Social Care**
Originating Officer(s)	Katie Cole, Associate Director of Public Health
Wards affected	All wards
Key Decision?	Yes
Reason for Key Decision	Impact on wards
Forward Plan Notice Published	23 December 2022
Exempt information	N/A
Strategic Plan Priority / Outcome	5. Investing in public services

Executive Summary

The purpose of the report is to seek approval to insource the Baby Feeding and Wellbeing Service into the council.

This contract was approved for an open competitive tender in 2021/22 quarter 4 Cabinet Contracts forward plan. Since this period, a national policy development of Family Hubs has been introduced. This has provided funding and strategic focus to better integrate the community services working with children and families. As a result, the contracting approach for the Baby Feeding and Wellbeing Service has been re-assessed and it is proposed to insource this service instead of open competitive tendering.

Approval for the change in contracting approach is sought accordingly.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Approve the insourcing of the Baby Feeding and Wellbeing Service into the Council. This service would sit within the Early Help and Children & Family Service, in the Children and Culture Directorate. A smaller element of the existing service (specialist training and volunteer peer support network) would continue to be subcontracted to a specialist external organisation identified through an RFQ procurement process.

1 REASONS FOR THE DECISIONS

1.1 The proposed insourcing model was chosen following a service evaluation and evidence review. An options appraisal was conducted to assess how best to integrate the service with other community services for young families.

1.2 Insourcing the baby feeding specialist team was identified as the best model to achieve the service aims of closer community delivery and integration in Family Hubs. Option 4 (insourcing plus a specialist subcontract) was identified as the best model to allow for the service to benefit from specialist expertise not available in the Council. This subcontract would deliver training to all staff as well as recruiting, training and managing a volunteer peer-led support network, who work alongside infant feeding specialists.

2 ALTERNATIVE OPTIONS

2.1 The three leading alternative options are:
1) Open competitive tender process for the whole service.
2) Partnership agreement with the NHS
3) Bringing the service in-house with an in-reach function to RLH maternity services.

3 DETAILS OF THE REPORT

Please see attached report.

4 EQUALITIES IMPLICATIONS

4.1 The service seeks to reduce inequalities by providing support to all women and babies in Tower Hamlets. National guidance highlights the importance of support being offered proactively and universally in order to reduce the inequalities associated with mothers needing to proactively seek out support.

4.2 An evaluation of the current service found staff are conscious of cultural differences and seek ways to reduce inequalities, for example delivering

antenatal workshops in Bengali. The Family Hubs model has been co-produced with parents from different communities in Tower Hamlets and the reduction of inequalities is a key objective of the Family Hub approach.

4.3 Regardless of the option pursued, further work is required to robustly measure protected characteristics of services used and use them to influence service design and delivery. The health recommendations in the Tackling Race Inequality action plan have not been fully implemented yet within the current service so there is a good opportunity to do this as part of any procurement or insourcing process.

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:

5.2 Best Value Implications: The service has been evaluated and found to be good value for money, and delivers a range of social benefits to families, babies and volunteer staff. The contract includes a volunteer peer support element enabling local mothers to undertake an accredited training in providing breastfeeding peer support, which has demonstrable impact of offering a route to future employment.

5.3 Consultations. There is no statutory obligation to consult on service procurement approaches.

5.4 Environmental (including air quality): Promoting breastfeeding has significant environmental benefits. Breastfeeding for six months saves an estimated 95-153 kg CO_2 equivalent per baby compared with formula feeding, produced from cow's milk. Breastmilk benefits our environment as it requires no advertising, packaging, or transport and results in no wastage or depletion of natural resources through heating milk and sterilising.

5.5 Risk Management: As an insourced, standard Council risk management procedures will apply. Risks associated with each procurement option are outlined in the main report.

5.6 Safeguarding: The Council's safeguarding policies will apply. Safeguarding will be a standing agenda item at every contract meeting.

5.7 Data Protection / Privacy Impact Assessment: A data agreement will need to be in place to access date relating to pregnant women and new mums and babies. Further detail is provided in the report.

6 COMMENTS OF THE CHIEF FINANCE OFFICER

6.1 £380,000 pa is budgeted from Public Health grant for the current outsourced service. The current outsourced contract has operated within this budget since the original contract award. The precise cost of an insourced service would need to be assessed as part of a TUPE process. The total cost would be met within the Public Health grant allocation.

6.2 Financial implications to be prepared by Directorate Finance Manager and agreed with Corporate Finance.

7 COMMENTS OF LEGAL SERVICES

7.1 The Council is legally obligated to achieve Best Value in terms of economy efficiency and effectiveness when delivering its legal functions. The Council is entitled to determine that inhouse delivery of this function represents Best Value following consideration of the contents of this report.

7.2 The service under consideration represents only a part of this legal function and therefore the duty to consult is not triggered and therefore the Council is not legally obligated to consult prior to making this decision.

7.3 It is likely that the existing contractors who provide this service have appointed staff members whose employment is substantially to work on this service. Therefore, it is likely that the Transfer Of Undertakings (Protection Of Employment) Regulations 2006 will apply and those staff will have the right to transfer into the employment of the Council. Therefore, the Council will be required to make an employment package available to those staff which is broadly comparable with the contract of employment the currently have.

7.4 The Council may also be required to purchase other goods and services to support the provision of the service in house (for example, uniforms, equipment etc). These will be subject to separate procurements.

Linked Reports, Appendices and Background Documents

Linked Report

- NONE.

Appendices

- Appendix 1 - Options appraisal.

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

- NONE.

Officer contact details for documents:
N/A

Title of Report:	**Options appraisal for the commissioning of the Baby Feeding Service**
Author(s):	Katie Cole, Associate Director of Public Health for Children and Families Elaine Londesborough-van Rooyen, Public Health Programme Manager for Maternity and Early Years Sumaira Tayyab, Public Health Programme Lead for Maternity and Early Years
Presented by:	Katie Cole, Associate Director of Public Health for Children and Families Sumaira Tayyab, Public Health Programme Lead for Maternity and Early Years

Executive Summary

The purpose of the report is to consider the options for the commissioning of the Baby Feeding and Wellbeing Service and agree a course of action. The current contract is due to end in March 2023.

The service supports families with decisions about feeding their babies in the antenatal period, on the postnatal ward and in the community. The service is currently provided by Bart's Health, and the team works both in the hospital and in the community through home visits and drop-in groups held in Children and Family Centres. Barts subcontract to Breastfeeding Network to deliver training and a volunteer peer-support network.

Options for future commissioning for some or all parts of the service are:

1) Open competitive tender process for the whole service
2) Partnership agreement with the NHS
3) Insource the whole service
4) Insource the baby feeding specialist team (as per option 3) plus outsource the specialist training and volunteer peer support network to a baby feeding specialist provider through a subcontract.

The paper recommends option (4). Insourcing allows for greater integration with children's services provided by LBTH within the evolving Family Hubs model, which will facilitate closer working to provide holistic, joined up care for families, facilitate early identification and sensitive early help services. Outsourcing specialist elements of the service will ensure service quality in line with national guidance.

Insourcing the service within the Early Help and Children & Family Service will be a significant contribution to achieving the Council's Strategic Plan 2022-26 commitment to 'Develop our early help offer and a family hub approach with our partners'. The baby feeding and wellbeing staff meet parents during pregnancy, in the early weeks and throughout their journey to starting solids.

This allows for:

- families to build trusted and long-term relationships with staff from an early point
- a close working relationship with other staff in the EH and C&FS will allow staff to connect families to the broad support offer (e.g. housing, benefits, adult learning)
- introduce families to Children and Families Centres at an earlier time, which in turn may make families feel more able to access the centres after the child is born

- easier information sharing about families in challenging circumstances or with potential safeguarding issues – again allowing for early help and early intervention to help give babies the best start in life.

Key issues

Key factors in considering the different commissioning options include

- Access to RLH and Barkantine Birth Centre
- New-birth data sharing
- Clinical governance
- Integration with Family Hubs
- Team around the family / early identification
- Specialist baby feeding knowledge to train staff
- Specialist volunteer training
- Volunteer network management skills
- Safeguarding supervision/ processes
- Staff retention and acceptance of new provider

Details of recommendations and timescales for decisions

This paper seeks DLT approval to pursue the following commissioning approach:

1) Insource the baby feeding specialist team, to join the Early Help and Children and Families Service in LBTH Children and Culture directorate.
2) Outsource the specialist training and volunteer peer support network management elements of the service, currently delivered in a subcontract by Breastfeeding Network, to a specialist provider.

In addition, the paper seeks approval to extend the current contract by four months regardless of which option is chosen. This would accommodate capacity challenges within the procurement team.

If we insource, we would not immediately extend the current contract and believe we can currently complete insourcing and a smaller open competitive procurement by April 2023; however we would like permission to extend at a later date if we encounter unforeseen challenges with this process.

Details on who has been consulted with on this paper to date and details of further plans for consultation.

This paper has been informed by desk research as well as discussions with:

- Early Help and Children and Families Service (Children & Family Centres)
- James Thomas, Corporate Director for Children and Culture
- Other local authority public health teams who have undertaken some of these options (e.g. Newham and Islington)
- Children's integrated commissioning
- Information Governance
- Procurement
- Legal
- HR
- Barts NHS Trust and GP Care Group have been informed that we are considering all options including insourcing

Further consultation is planned with relevant stakeholders internally and externally including:

- CCS DLT – this paper is also being shared
- Future consultation with service staff as per standard procedures for insourcing/procurement

Risk implications

The impact of the main risks identified include:

1. Impact on children and families

A seamless transition from hospital to community is important for the continued care women receive during a vulnerable time. Removing the service from its current hospital-based provider may introduce risks around data sharing and access to women on the postnatal ward which is integral to establishing breastfeeding in the first 48hours following birth. Data sharing agreements and access arrangements will need to be in place prior to change in providers to mitigate the risks to mothers and babies and this will be a priority action.

2. Clinical governance

The current provider has strong clinical governance arrangements, supported by expertise from Breastfeeding Network. New clinical governance mechanisms would need to be established if insourced or outsourced to a new provider. Support from NHS NEL teams in establishing these would help minimise risks to patient safety arising from weak clinical governance arrangements.

3. Staff morale and retention

Staff morale and retention could be affected if the staff move to a new provider. This may be worsened if the provider is considered to be outside the NHS. Mitigations include early engagement with staff, identification of a strong, supportive leader to bring staff along the change journey, adding an NHS logo to ID cards and supporting the retention of NHS terms and conditions if desired by staff. The recent evaluation found that staff are positive about the development of Family Hubs and the opportunity to work more closely with community colleagues.

Budget/Legal Issues

The current budget for the service is £380,000 per annum and this has been agreed as the ongoing budget by Cabinet already (March 2022 cabinet meeting).

Legal advice has been sought and there are no legal issues with pursuing any of the options within this paper. TUPE will apply and further work would be required to integrate existing staff into the EH and C&FS either under NHS or Council T&Cs.

Equalities considerations

If DLT is required to make a decision about a strategy, policy or service change, they must be informed of the equalities implications. Please provide a summary of the key equalities implications below

An evaluation of the current service found staff are conscious of cultural differences and seek ways to reduce inequalities, for example delivering antenatal workshops in Bengali. Integrating the service into the Family Hubs model in Children and Families Centres will allow staff to co-deliver in specific sessions held for particular community groups, which they currently are unable to do.

The Family Hubs model has been co-produced with parents from different communities in Tower Hamlets and the reduction of inequalities is a key objective of the Family Hub approach. If insourced, the service could be further developed through this co-production work with families.

1. **Background to current service**

1.1. The Baby Feeding and Wellbeing Service was last re-procured through an open competitive tender process in 2018. The current contract is due to end in March 2023. It is also known as the Infant Feeding and Wellbeing Service.

1.2. The service supports families with decisions about feeding their babies in the antenatal period, on the postnatal ward and in the community. The service is currently provided by Bart's Health, and the team works both in the hospital and in the community through home visits and drop-in groups held in Children and Family Centres. Barts subcontract to Breastfeeding Network to deliver training and a volunteer peer-support network.

1.3. A logic model of the service, providing an overview of inputs, activity, outputs and outcomes is provided as an appendix below.

1.4. The Baby Feeding and Wellbeing Service is very established, having been in operation in some form for more than 15 years in the borough. The Service is well respected and valued by residents as shown through research and evaluation projects in recent years and strong resident opposition to previous proposals to cut funding to the service, which did not proceed.

1.5. The service is delivered in line with evidence and guidance on the best provision of infant feeding support services. Public Health England (PHE, now the Office for Health Improvement and Disparities (OHID)) guidance on commissioning infant feeding support services, and National Institute of Health Clinical Excellence (NICE) guidance on maternal and child nutrition, recommend that a comprehensive and multi-faceted approach should be taken to offering infant feeding support in order to increase breastfeeding rates and ensure that all families have access to the information and support they need to make optimal decisions about feeding their babies. This support should be offered antenatally, immediately post-birth and on an ongoing basis in the community. They also highlight the importance of support being offered proactively and universally in order to reduce the inequalities associated with mothers needing to proactively seek out support.

1.6. The service uses volunteer helpers and supporters who are registered with an approved accredited national breastfeeding organisation (Breastfeeding Network) and have attended an accredited breastfeeding helper course run by that organisation and attend regular supervision during their work in the service. A key

aim of this programme is to provide opportunities for local mothers with experience of breast feeding, to become volunteer helpers and supporters following registration with a national breastfeeding organisation, training and regular supervision. The service works with the provider to facilitate registration of volunteers once trained in a timely manner, to be able to provide additional capacity for provision of support within the hospital and community setting. The current provider has a subcontract with Breastfeeding Network.

1.7. The current contract value is £380,000 pa which includes the cost of the subcontract with the Breastfeeding Network which is approximately £35k pa.

2. Pre-tender work to date

2.1. Pre-tender work for the recommissioning of the service included an evaluation of the current service, an evidence and guidance review, needs assessment and service scoping. This work has shown that there is a need for this service, and that the current delivery model is sound and in line with evidence and that the service offered in Tower Hamlets remains gold-standard, though other boroughs have in recent years moved towards the level of service offered here.

2.2. The Best Start for Life (2021) review recommends integration of infant feeding services into the new Family Hubs model being rolled out across the country. While the service currently partly operates in Children and Family centres, there is scope for further integration.

2.3. A service specification for the new contractual period is in final draft and makes minimal changes to the overall model. There are some minor changes to the KPIs based on evaluation findings.

3. Options for future commissioning for some or all parts of the service are:

1) Open competitive tender process for the whole service.
2) Partnership agreement with the NHS
3) Bringing the service in-house with an in-reach function to RLH maternity services.
4) Insource the baby feeding specialist team (as per option 3) but procure the specialist training and volunteer peer support network through open competitive tender process.

3.1. Option 1 – Open competitive tender process for the whole service

3.2. This would involve going ahead with a plan to procure the service in line with the current model from the open market. The tender process would commence in the autumn with a view to appoint the new provider by the end of the financial year (though these timelines are looking unlikely due to resource constraint in the procurement and legal teams).

3.3. Option 2 - Partnership agreement with the NHS

3.4. This option would allow pooling of resources or transfer of funds to an NHS organisation to either commission or provide the service. It would require an agreement with an NHS body, for example Bart's Health NHS Trust to deliver the service outside of traditional procurement as a longer-term transfer of funds to continue to run the service. This option allows more long-term stability and could allow the service to be more outcome focussed. It should allow for easy access to the data needed to deliver the service and staff access to the postnatal ward.

3.5. Whilst there are advantages to this approach, it does not yield the same benefits of integration in Family Hubs.

3.6. Option 3 – Insource with whole service

3.7. This option would bring the Baby Feeding & Wellbeing Service staff into the council to provide the service as part of the Early Help and Children and Families Service. The EH and CFS sits in the Supporting Family division and is responsible for Children and Families Centres, where the current service delivers its community clinics.

3.8. This will allow the strengthening of the core infant feeding support offer and fill in identified gaps (e.g., BFI coordinator to support the CFC accreditation status). Having the service inhouse will organically support this offer.

3.9. Staff would be part of Children and Families Services team, which will be a core part of Family Hubs in the future. Staff would still deliver the same service on the maternity wards at RLH but would work for a different provider. They would need access to the wards – ID badges, IT access and a touchdown point for limited deskwork (which could be their current provision). We could contract Barts to provide this through an amendment to our existing S76 agreement with NHS NEL, which funds the UNICEF Baby Friendly Initiative in the maternity service.

3.10. Option 4 – Insource the baby feeding specialist team (as per option 3) but procure the specialist training and volunteer peer support network through open competitive tender process.

3.11. This option brings the benefits of stronger integration with children's professionals in Children and Families Centres and bases the service within the community, with hospital in-reach elements for women shortly after birth. It allows for the service to benefit from specialist expertise not available in the Council to deliver training to all staff as well as recruiting, training and managing a volunteer peer-led support network, who work alongside infant feeding specialists.

4. Considerations relevant to all options

4.1. <u>Market</u>

4.2. A market engagement event was held in March of this year to test the interest from suppliers. There was good interest from a handful of suppliers at a market engagement event including NHS and third sector providers who do not currently

deliver in the borough. However, concerns raised from potential providers included premises costs and issues around data sharing agreements.

4.3. Most service costs are staffing, with current staff on NHS Agenda for Change terms and conditions. There is unlikely to be significant difference in price without reducing quality of service provision, particularly considering chronic staff shortages and difficulties recruiting baby feeding specialists. The service specification and model are clear and there are limited opportunities for variation in service provision.

4.4. Strategic plan

4.5. The Council's Strategic Plan 2022-26 Priority 5 (Invest in public services) includes a commitment to "Aim to bring outsourced public services back into public hands and introduce an 'insourcing first' policy". Whilst insourcing is clearly in line with this objective, the current service is already in public hands, as it is delivered by Barts Trust (with a national VCS sub-contract) and includes recruitment of volunteer peer support workers from the local community.

4.6. Under the same Priority 5, the strategic plan aims to promote healthy weight and includes a commitment to 'Implement a borough-wide healthy child weight programme'. Formula feeding increases the risk of obesity at all ages, through excessively rapid weight gain in early life. Supporting parents to breastfeed where it is their preference, or to use formula feeding in as healthy a manner as possible, is critical to achieving this strategic plan objective.

5. Considerations or risks specific to some options only

5.1. If the service was outsourced to a new provider or insourced, staff would need to support women on hospital wards at RLH. To do this, they would need:

- ID badges, swipe cards for physical entry into Royal London/Barkantine BB
- Access to mother/baby hospital records
- Access to host antenatal workshops in both Royal London hospital and Barkantine Birth centre
- Access to the postnatal ward to provide support to women following birth
- Access to the NICU ward to provide support to women/NICU staff

5.2. This is clearly not a concern if delivered by Barts. If the provider is not Barts, this arrangement could be facilitated if staff held horary contracts with Barts NHS trust which would grant them the same physical and IT access as all other staff. This could also reduce the identified risks with data sharing, staff terms & conditions, clinical governance.

5.3. The existing Section 76 agreement with NHS NEL to include the Maternity UNICEF Baby Feeding Initiative support in the main maternity contract could be amended to also include provisions to allow access to the ward as in para 6.1.

5.4. Staff morale and retention could be affected if the staff move to a new provider. This may be worsened if the provider is considered to be outside the NHS. Mitigations include early engagement with staff, identification of a strong, supportive leader to bring staff along the change journey, adding an NHS logo to ID cards and supporting the retention of NHS terms and conditions if desired by staff.

The recent evaluation found that staff are positive about the development of Family Hubs and the opportunity to work more closely with community colleagues.

6. Further detail of proposed insourcing approach

6.1. It is proposed that the Baby Feeding and Wellbeing Service is insourced into the Early Help and Children and Families Service in the Supporting Families division of Children and Culture directorate.

6.2. Insourcing the service within the Early Help and Children & Family Service will be a significant step in the commitment to 'Develop our early help offer and a family hub approach with our partners'. The baby feeding and wellbeing staff meet parents during pregnancy and therefore will be able to build trusted relationships with families at an early point. This allows for early identification of need; and a close working relationship with other staff in the EH and C&FS will allow staff to connect families to the broad support offer (e.g., housing, benefits, adult learning) as well as introduce families to Children and Families Centres at an earlier time, which may make families feel more able to access the centres after the child is born. Integrating the baby feeding and wellbeing staff into the broader team would make it easier to share information about families in challenging circumstances or with potential safeguarding issues – allowing for early intervention to help give babies the best start in life.

6.3. An existing Section 76 agreement between Public Health and Barts NHS Trust will be amended to ensure staff are able to work on the maternity wards at the Royal London Hospital and have IT access, touchdown points and ID badges.

6.4. The volunteer peer-support and training element of the service will be outsourced through a RFQ process for a 3-year period. This allows for the service to benefit from specialist expertise not available in the Council to deliver training to all staff as well as recruiting, training and managing a volunteer peer-led support network, who work alongside baby feeding specialists. In future this network could be integrated with a wider volunteer network that may develop in the Family Hubs approach.

6.5. A Task and Finish Group formed with Public Health, Early Help & Children and Families Service, procurement, human resources and legal representation will take forwards the insourcing.

6.6. Transfer of Undertaken Protection of Employment (TUPE) will apply to the staff from the current provider.

6.7. A Service Level Agreement (SLA) will be in place between Public Health and the Early Help and Children and Families Service to provide accountability for the delivery of the service using the Public Health Grant. There will be quarterly contract meetings monitoring Key Performance Indicators (KPIs) and looking at the wider outcomes of the service.

6.8. If approval is not granted to insource the service, then it will be tendered via open competitive procedure as per the Q4 Cabinet Contract Forward Plan 2021/2.

7. Table: Overview comparison of the strengths and challenges of four different commissioning options

NB: The table has slightly different options to the overall options –option 2 includes the scenario that in option 1 the contract is awarded to Barts, as in both these the provider would be Barts.

	1) Outsource – tender awarded to a new provider	2) Partnership agreement OR Outsource to Barts	3) Insource all service elements	4) Mix of insourced and outsourced elements
Access to RLH (see para 6.1)	Access needs to be agreed	No risk	Access needs to be agreed	Access needs to be agreed
New-birth data sharing	Data Sharing Agreements (DSAs) need to be developed	No risk	DSAs need to be developed	DSAs need to be developed
Clinical governance	Need assurance	Strong	Need reassurance	Needs to be developed
Integration with Family Hubs	Dependent on data sharing agreements	Dependent on data sharing agreements	Strong	Strong
Influence over service as a commissioner	Strong	Fewer mechanisms if partnership agreement	Strong if set up as an internal contract with spec, KPIs and monitoring	Strong if set up as an internal contract with spec, KPIs and monitoring
Team around the family / early identification	Need reassurance / partnership development	Need reassurance / partnership development	Strong	Strong
Specialist baby feeding knowledge to train staff	Need assurance at tender stage	Subcontract required	Not currently in-house	Strong if this is element outsourced
Specialist volunteer training	Need assurance at tender stage	Subcontract required	Not currently in-house	Strong if this is element outsourced
Volunteer network management skills	Need assurance at tender stage	Subcontract required	Some skills in-house – could be developed	Strong if this element is outsourced
Safeguarding supervision/ processes	Need assurance at tender stage	Strong support within Barts	Strong support within Early Help & CFS	Strong support within Early Help & CFS. Assurance needed for outsourced elements at tender stage.

8. Appendix: Logic model of Baby Feeding Service

Goal: To ensure that families in Tower Hamlets have access to the support and information they need to make the best decisions about feeding their babies including breastfeeding, bottlefeeding, mixed-feeding and the introduction of solid foods.

Inputs

- £380,000 per year
- 12 Baby Feeding specialists (7 WTE)
- Service Manager and deputy (full-time)
- Breastfeeding Network (BfN) Volunteers
- BfN volunteer coordinator and paid mentor
- Space for team at the Royal London Hospital and Beaumont house (Mile End)
- Space to meet mothers in the community (e.g. CFC)
- Ability to travel to homes
- IT provision and databases
- Ongoing supervision and professional development/training

Outputs
Activities

- Antenatal workshops
- Support on the maternity ward
- Universal proactive phone calls
- Home visits
- Helpline
- Drop-in sessions
- Referrals both into and out of the service e.g. tongue-tie clinic, perinatal mental health
- Starting solids workshops
- Partnership working (e.g. development of pathways)
- Brief interventions through Making Every Contact Count (MECC)
- Promotion of the service

Outcomes

Short-term

- Tailored support ongoing until families are happy
- Increase in initiation and 6-8 week breastfeeding rates
- Increased confidence in breastfeeding
- Accredited training for peer supporters
- Increased early identification and referral to early help for infant and perinatal mental health issues
- Increase in safer bottle-feeding
- Reduction in readmissions to hospital under 14-days
- Contribution to achieving and maintaining Unicef Baby Friendly Initiative accreditation

Medium-term

- Increased duration of breastfeeding, exclusive and any
- Increase in responsive feeding
- Reduction in starting solids before 6 months
- Reduction in admissions to hospital for infants in the first year for gastroenteritis and respiratory infections
- Reduced formula use leading reduced costs and environmental impact
- Improved oral health
- Employment opportunities for peer supporters

Impact
Long-term

- Better mental health for mothers and infants
- Reduced childhood obesity
- Reduced maternal morbidity and mortality
- Reduced infant morbidity and mortality
- Reduced health inequalities

Context: Strong influence of social, cultural and moral norms around breastfeeding; Emotive issue for many mothers, breastfeeding grief and trauma; High rates of mixed-feeding; High rates of childhood obesity; High rates of poor perinatal and infant mental health; Lack of clear national frameworks and guidance for the provision of infant feeding support services; Comparatively good service locally and level of funding but this is at risk in the medium/long term due to overall public health funding cuts; Unicef Baby Friendly accredited Maternity and Health Visiting services in the borough; Covid-19 pandemic has impacted on service delivery and access

Cabinet 25 January 2023	
Report of: Somen Banerjee, Acting Corporate Director Health Adults and Communities	**Classification:** Unrestricted
Homecare for adults – recommissioning of services	

Lead Member	**Cllr Gulam Kibria Choudhury Cabinet Member for Health, Wellbeing and Social Care**
Originating Officer(s)	Ben Gladstone, Interim Head of Service- Ageing Well, Integrated Commissioning
Wards affected	All
Key Decision?	Yes
Reason for Key Decision	Homecare services are provided to approximately 2,000 adults across Tower Hamlets and the annual spend is in excess of £31 million p.a.
Forward Plan Notice Published	6 December 2022
Exempt information	*N/A*
Strategic Plan Priority / Outcome	The provision of homecare services to residents living in Tower Hamlets supports the strategic plan priority 4: boost culture, business, jobs, and leisure. Homecare workers are part of local businesses and work in the community. The contracts support local employment opportunities. The contracts also support Priority 5: Invest in public services by ensuring that all care workers employed by commissioned providers are paid at least the London Living Wage. Homecare services support vulnerable adults by providing high quality and financially sustainable services for adults receiving social care to achieve their goals, be connected to others and live as independently as possible.

Reasons for Urgency

This report is a late submission due to the need for clarification of the details of the model of commissioning to be proposed for the new contracts for homecare for adults. The report contains significant technical detail that required final adjustments to the proposals and further legal clarification and comment. The report cannot wait until the following Cabinet meeting due to the need for Officers to begin work on the

commissioning and procurement of these services as soon as possible to meet the requirement for new contracts to be in place by 31 December 2023

Executive Summary

This report responds to the requests for changes to the homecare commissioning, procurement, and contracting arrangements in 2022 with preferred revised arrangements. In addition, it seeks permission to restart the recommissioning and tender process, leading to the award of new homecare contracts for adults in 2023. Following a review of the contractual basis on which the current tender was based, four principles emerged as follows:

1. A reduction in the proposed length of contract from the previously proposed 9 years (5+1+1+1+1) to a total of between 3-4 years
2. To exclude the requirement for all homecare providers to use an Electronic Home Care Monitoring System (EHCMS) in order to receive work from Tower Hamlets Council and to prohibit the use of an EHCMS for the purposes of logging in/out during care visits
3. An increase in the number of commissioned providers of homecare from the previously proposed maximum of 12 (3 per locality) to 16 providers (4 per locality with the aim of no provider working in more than one locality) However, this will need to be reviewed in the event that not enough providers pass the quality threshold during the tender process.
4. An increase in the guaranteed hours offered to all care workers delivering homecare to Tower Hamlets residents from the current 12 hours to either 16 or 25 hours per week.

The impact of these changes are set out in detail in this report, alongside the preferred revised arrangements.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Consider the impact of the proposed changes as set out in this report.

2. Agree to the recommended solution/s and proposed model of care as set out in this report.

3. Authorise the Corporate Director Health Adults and Communities to restart the recommissioning and tender process, leading to the award of new homecare contracts for adults in 2023.

1 REASONS FOR THE DECISIONS

1.1 The current contracts for the provision of homecare services to adults are due to expire on 31 December 2023 following authorisation from the Mayor in Cabinet on 14 December 2022.

1.2 A tender process that commenced in April 2022 was paused in August 2022 and subsequently aborted in November 2022 due to formal requests for a review of the previous administration's methodology for delivering homecare to service users in the Borough by the Mayor. The review has determined that changes to the commissioning and contracting model are required in order for the Council to award contracts that can deliver on the Council's new strategic priorities.

1.3 The changes requested were a significant enough departure from the previous advertised methodology and specification to require the previous tender process to be abandoned and a new process to be commenced in line with the law. This also allows homecare providers who were not interested in the previous opportunity to re-engage with the tender now that the Council's commercial requirements have changed.

1.4 To implement the required changes, further work will need to be undertaken to understand the implications of changes and to finalise the details of a preferred model which can then be presented to the market via the tender process. This will need to incorporate further engagement and co-production with service users, care workers and homecare providers. Officers will need to recommence the commissioning and procurement process in early 2023.

1.5 The new procurement process is anticipated to take a total of twelve (12) months to complete. This will include a period of pre-tender market analysis and engagement (3 months), the preparation of revised tender documentation including a service specification, contract schedules and agreed price: quality weighting and scoring mechanism (3 months), a two-stage tender process (5 months) and contract award (1 month). In addition, a further period of transition and contract mobilisation will be necessary following contract award. The Corporate Director Health Adults and Communities will report on progress to the Mayor during the procurement process and at least at the end of each section mentioned here.

1.6 The Council is committed to protecting the most vulnerable people in the borough and in this case has a legal duty to do so. The recent extension of the existing contracts was necessary to ensure that there is seamless continuity of care services to those people who are reliant on them.

2 DETAILS OF THE REPORT

2.1 Homecare supports the delivery of Tower Hamlets Adult Social Care Vision and Strategy to promote choice, control and wellbeing focusing on the outcomes that are important to people. It also supports the Tower Hamlets Together Outcomes Framework, so that people's experience of care is positive and joined up to achieve the best health and wellbeing outcomes. The service will enable Service Users who require Council-funded care to continue to live at home to receive ethical, high-quality care and support that promotes individual outcomes, independence, wellbeing, and dignity.

2.2 The overall aims for the service are to achieve:

- **Outcome focused**, high quality services that deliver the best possible outcomes for Service Users.
- **Preventative Support** that enables Service Users to remain as independent as possible or to rebuild their independence and resilience so they can continue living in their own homes in their own communities. This includes the use of technology and equipment that enhance people's independence.
- **Quality of Care** that enables service users to be fully involved and lead as much as possible in designing and agreeing their care and support, facilitated by quality assurance and monitoring systems, alongside workforce development which ensure providers can support services users to achieve their care and support needs.
- **Value for Money** – the Contract delivers better value for money through preventative support and more flexible and innovative support targeting support on what matters to Service Users while valuing the work of staff.

2.3 During the lifetime of the current and future contracts, workforce support and development will be key to ensuring that Tower Hamlets residents continue to receive high quality homecare. Officers will work in partnership with homecare providers on a workforce plan aligning this wherever possible to the NHS North East London Integrated Care System (ICS) so that care workers and their employers can both benefit from improved retention and career development opportunities and there is a clear plan to support their learning and development.

2.4 Homecare for adults is currently commissioned across four localities in Tower Hamlets (North West, South West, North East and South East). These locality areas align with the structure of the Adult Social Care operational teams and the operational teams of our partners in the NHS including the Primary Care Networks (PCNs). This operational model facilitates close partnership working and joint resolution of problems and issues arising during the contract. Across the four localities, there are currently five homecare providers supporting adults with their care and support needs. In addition to this there are a number of 'spot' providers who take on homecare support packages when commissioned providers are unable to. This amounts to approximately 2000 people receiving homecare support at any one time. At Period 6, as reported to CLT, the 2022/23 budget for homecare (including commissioned and spot providers) is £30.74m with a projected overspend of £0.62m. Total expenditure is therefore projected at £31.36m gross. Of this spend, approximately 83% is placed with commissioned providers and 17% is 'spot' provision. A commitment has also been made by the Borough to transitioning back to the provision of free homecare in the longer term.

2.5 The five commissioned providers are:

- Diversity Health and Social Care
- Mi Homecare
- Excel Care
- Care Solutions Bureau

- Apasen Home and Community Services

2.6 All of the commissioned providers are currently rated by the Care Quality Commission (CQC) as 'Good'. Officers from the Council also carry out regular monitoring visits and performance monitoring activity to ensure that providers are evidencing that they are consistently providing good quality, safe care to residents. As part of this monitoring framework, service users are asked for their views on the satisfaction with the homecare they are receiving. From the most recent quarterly survey (Q2 July- September 2022), 92% of users reported that "Overall I have a positive experience of the services I am receiving from the homecare agency".

2.7 The previous plans for the recommissioning of homecare services for adults in Tower Hamlets commenced in 2021. A homecare programme and project structure were established including an extensive period of consultation, engagement, and coproduction to develop a new outcomes-based service specification and model, the development of revised contract management and monitoring systems, the parallel transition to outcomes-based care and support planning using the IT system Mosaic and revisions to the payments process for providers.

2.8 A tender was issued on 29th April 2022 to commence the procurement process. The first phase the procurement resulted in a total of 22 homecare providers being accepted to proceed to the second phase. Due to the changes requested, the tender process was suspended and finally aborted in November 2022.

2.9 Following a review of the contractual basis on which the current tender was based four new principles emerged as follows:

A. A reduction in the proposed length of contract from the previously proposed 9 years (5+1+1+1+1) to a total of between 3-4 years
B. To exclude the requirement for all homecare providers to use an Electronic Home Care Monitoring System (EHCMS) to receive work from Tower Hamlets Council and to prohibit the use of an EHCMS for the purposes of logging in/out during care visits
C. An increase in the number of commissioned providers of homecare from the previously proposed maximum of 12 (3 per locality with providers able to hold contracts in more than one locality) to a total of 16 providers (4 per locality with the aim of no provider working in more than one locality)
D. An increase in the guaranteed hours offered to all care workers delivering homecare to Tower Hamlets residents from the current 12 hours to two options of 16 and 25 hours per week.

3. Impact of proposed changes and preferred revised arrangements

A. A reduction in the proposed length of contract from the previously proposed 9 years (5+1+1+1+1) to a total of between 3-4 years

3.1 The proposed change presents no issues from a Procurement Regulations perspective and proposing 3 + 1 year contract term, or a straight 4-year term is possible and is likely to be of interest to the majority of potential Service Providers (although potentially less favourable to the large / national suppliers).

3.2 A shorter contract length would necessitate a repeated procurement exercise within approximately 24 months of the contract start date. This is because major procurements usually commence 12 months prior to the contract expiry date, while the commissioning work will have to be started prior to the 12-month period.

3.3 Evidence from similar commissioning exercises shows that larger providers are likely to be less inclined to bid for a shorter length contract due to their general desire for long term financial planning and the uncertainty of any continuation of business from the council beyond the contract term. Conversely, medium size providers are more likely to bid, as they tend to see the tender as an opportunity to engage in the local market and introduce themselves to the council, showing the quality of their service. Smaller providers may be less likely to bid due to the initial set up costs required to establish a service in the borough.

3.4 As mitigation and to inform the tender, a questionnaire has been issued to non-commissioned providers in Tower Hamlets. An area of interest is whether the provider submitted a bid during the previous tender -if not, then why not, and what would make them more likely to submit a bid in the next tender. The results of this questionnaire will be used to inform the market engagement prior to the new tender issued later in 2023.

3.5 Additionally, in order to complete a number of developments required in the service specification the contract would likely need to be no less than four years. This will enable, for example, the contract to require an annual rise in take up of guaranteed staff hours. A whole commissioning cycle (including procurement) can take up to two years and therefore a contract length should provide sufficient time before the cycle begins again, allowing time for any in-contract developments to take place and be assessed.

3.6 Recommended solution.

Implement a contract length of three years initially, allowing for an extension of one year i.e., 3 +1. This will aid market stability, allowing medium size providers to plan for the longer term and encourage a wider range of providers to tender.

B. To exclude the requirement for all homecare providers to use an Electronic Home Care Monitoring System (EHCMS) to receive work from Tower Hamlets Council.

3.7 All of the current five commissioned providers use an EHCMS which enables not only call logging but also the ability to hold documentation such as service user care and support plans. These systems enable carers to record the tasks they have undertaken and to make comments about the care and condition of the person. Medication is also managed through these systems. Agencies are alerted if a task is not undertaken without a reason recorded and are thus able to immediately act if needed.

3.8 Without these systems, missed medication or other safeguarding issues cannot be caught in real time, leaving the service user at risk.

3.9 Providers also use these systems for staff rostering, maintaining consistency of care, information when managing a complaint and minimising travel distances between visits.

3.10 These systems also allow for partners such as social workers, district nurses, OTs, to access the system in order to view care records so as to provide continuity of care and reduce the need for service users to repeat information.

3.11 Nationally, having an electronic system for recording care and visits is the norm across the industry and there are many systems in the marketplace from which providers can choose. The health and social care regulator, the Care Quality Commission (CQC) has recently released information on how it will be regulating going forward. They will be requiring home care providers to submit much of their data electronically. Home care providers will need to respond in a way that allows them to remain in compliance with CQC guidance and if they fail to comply, they could lose their legal registration and be unable to provide services to Tower Hamlets residents.

3.12 There is the potential for the Council's current internal home care payments system to be unable to function efficiently, as providers may not be able to undertake the necessary checks sufficiently quickly to meet current requirements. This delay would then mean that home care providers may have to wait additional time for payment, potentially leading to cash flow problems. If providers use a manual logging system for care hours (i.e., hand-written timesheets) it is unlikely they would be able to respond quickly enough to the requirements of our existing payment schedule, so this would need to be revisited.

3.13 The absence of any provider EHCMS would lead the Council to be more susceptible to overpaying homecare providers as it will be very difficult to reconcile the hours delivered against requests for payment if appropriate records are not maintained. This will be unlikely to satisfy the Councils internal audit procedures.

3.14 Without the universal use of EHCMS, additional project and commissioning resources will be required to monitor the quality and safety of care provision. Any provider not currently using an EHCMS will instead need to rely on paper-based systems to monitor service delivery. This method may lead to missed records, increased safeguarding issues and an increase in resource required to resolve any disputes between the provider and service users/ family carer.

3.15 There is no legal requirement to use an EHCMS. However, whilst the emphasis for the Council's part is on streamlined billing and payment, an electronic monitoring system used by providers is considered to be a key part of best practice ensuring proper and appropriate staffing coverage to meet the needs of the service users as well ensuring quality and safety of care. The Council has a duty to ensure that service users are being looked after properly and therefore this could impact on the level and safety of care delivered and the Council's ability to meet this legal duty.

3.16 The absence of an EHCMS is likely to lead to a reduction in quality of care to service users and a reduced ability for home care providers and the Council to identify issues and investigate and respond to complaints and safeguarding alerts. Successful bidders under the new contracts will need to clearly demonstrate that they can ensure quality and safety of service provision with or without the use of an EHCMS.

3.17 Recommended solution

3.18 In the new contract, Officers are proposing that the Councils position should be that the use of an EHCMS is not mandatory but that providers will need to clearly demonstrate that they can meet the quality and safety requirements of service provision without the use of an EHCMS as part of the tender process. The mayor has requested that providers be required not to use these systems for the purposes of logging in/out during homecare visits, but can be used for the other functions as set out in this paper. The response to this from providers will need to be tested during the procurement process.

3.19 All providers will need to evidence within the tender how they would ensure robust systems for quality, monitoring visits, complaints, safeguarding, audit, performance monitoring and information sharing, thus ensuring that companies with and without EHCMS are operating at the same quality and level of standards.

C. An increase in the number of commissioned providers of homecare from the previously proposed maximum of 12 (3 per locality) to a suggested number of 16 providers (4 per locality with the aim of no provider working in more than one locality , plus two specialist providers in Learning Difficulties/Mental Health).

3.20 This change provides additional resilience over the contract term. There will be a substantial level of interest from the bidders and appropriate resources will need to be allocated to the Procurement / Evaluation Process. However,

it will be necessary to develop the procurement methodology as this presents a significant change to the current model.

3.21 To work effectively with all 16 providers will likely necessitate an increase in resource required for contract management and for monitoring of performance and quality.

3.22 Having 16 providers will pose a resource challenge in terms of contract management and performance monitoring, to ensure quality and safety of care for service users. In addition, the impact for both operational teams and brokerage will be significant. Funded homecare in Tower Hamlets is very high volume (one of the highest in the country) and the service users are extremely vulnerable. Many service users are at a similar level to people in care homes, with many 24-hour packages, double-handed care packages, extremely complex medical needs etc. Home care providers who have been working in the Borough for many years report that the needs of most home care service users have grown increasingly complex. There is a need to monitor these services effectively to ensure quality is kept to a high standard. This is staff intensive work which depends on creating close working relationships.

3.23 By increasing the number of providers under the revised procurement, there will be a risk that this will lead to a lower quality of care and poorer outcomes for service users. Due to an inability to work in a strategic partnership-based approach with close working across health and social care partners in each locality.

3.24 The current contract is locality-based (there are four localities; NE, NW, SE, and SW) and all health and social care services including GPs now work to these geographic boundaries. This place-based approach means that there is a much greater opportunity for the development of relationships and partnerships, which results in improved care and support for homecare service users.

3.25 This is exemplified in the multi-disciplinary Safety Huddles and Locality meetings which bring together Social Workers, District Nurses, Occupational Therapists, and homecare providers to work through operational issues and to provide ‘wrap around care’ for individuals at particular risk.

3.26 As mitigation for the increased number of providers, as part of the tender providers will need to sign up to a ‘Principle of Locality Working’ agreement which will outline their roles and responsibilities as locality partners.

3.27 Recommended solution

3.28 We are committed to building an integrated service model across each locality. To do this, providers will work in a collaborative way and follow these

principles:

- Focus on promoting independence and encouraging service users to remain and retain independence by working in an enabling way at all times, thereby reducing the need for care and support
- Deliver an integrated approach to care by working in a co-ordinated manner with social workers, social care officers and health providers including community nursing, GP's, community therapists, pharmacists, and acute services.
- Participate in or contribute to multidisciplinary meetings as required with partners from health, social care, and the voluntary sector.

3.29 **Proposed Model**

The proposed model has been designed to support small, medium and large-scale providers in delivering the types of provision needed across the Borough. It allows for the development of small and medium scale providers, building on their strengths and thereby adding a wider array of local voices to the Tower Hamlets homecare market. For service users it increases choice, whether through a council commissioned service or a service user commissioned service via a direct payment. For the Council, the model provides the stability necessary for forecasting, locality working and performance monitoring, whilst also allowing for the flexibility of on-boarding new small and medium providers throughout the lifetime of the contract.

3.30 Therefore it is proposed to award a framework contract to 16 providers, 4 in each locality with a separate lot for 2 cross-locality (NE/NW, SE/SW) Mental Health and Learning Disability providers. For each Locality, the Council will commit to commission a minimum number of guaranteed hours from the Service Providers each year. This will enable the Service Providers to organise and manage their resources.

- 80% of home care packages will be through this minimum hour arrangement.
- 20% of home care packages would remain as spot purchases, by use of an open Dynamic Purchasing System (DPS), to ensure the opportunity for small/micro, including not-for-profit organisations and existing Small and Medium Sized Enterprises (SMEs), to remain in or to enter the market.

3.31 The 20% of homecare spot purchases would cover around 500 people and provide many opportunities for smaller local providers to pick up homecare packages. Under a DPS there is no upper limit to the number of providers allowed subject to them meeting quality and safety criteria to be included in the tender. The Council will actively encourage providers to join the DPS. The 20% figure is intended as a starting point benchmark for a more robust spot purchasing system. Spot purchasing could be allowed to exceed 20% is driven by demand, provided that this does not limit the ability of contracted providers to receive guaranteed hours.

3.32 The above model would enable the Council to work with an increased number of homecare providers. This in turn would allow the Council to meet its market sustainability duty under the Care Act 2014 of 'Promoting diversity and quality in provision of services'.

3.33 The advantage of a DPS is that it is Open i.e. providers can be added to the system throughout the lifetime of the contract. In this way, throughout the life of the contract, smaller providers can be supported to meet the requirements necessary to be added to the system.

3.34 The spot purchase providers would be required to accept the same hourly rates as set out in the tender to enable consistent budget management.

3.35 Prices for general, specialist and overnight care will be set within tender documentation, taking into account the recent Fair Cost of Care exercise. Locality and DPS providers will receive the same hourly rate.

3.36 All providers, including spot purchase providers, will be required to sign up to a locality agreement.

3.37 Included in this option will be a separate solution to work with micro providers (small and medium sized homecare providers) to understand the nature of their services, to develop their ability to provide these services and to enable service users and family carers to choose these providers using their personal budget. This solution has been tried and implemented successfully across several Councils using the skills and expertise of a specialist organisations. The Council will support micro providers to upskill so that they can bid for framework contracts at the next commissioning round. By enabling and supporting these smaller providers to offer services to those who wish to manage their own care and support arrangements, the Council will be able to support more homecare organisations to grow sustainability and provide additional employment and support the local economy.

3.38 Currently a project (Personalisation / Direct Payments) is underway within the Adult Social Care Transformation Programme, to increase the number of people using Direct Payments. One of its key aims is to encourage and support the homecare providers registered in Tower Hamlets to become part of Tower Hamlets Connect Approved Provider list. Social workers will also be receiving training to ensure that during assessment they promote the benefits of Direct Payments as a first option. Through these activities, the number of people receiving homecare via a Direct Payment will increase.

3.39 Through working with small and medium size providers we will be able to increase both the number of services users with homecare via Direct Payments whilst also enabling providers to join the Dynamic Purchasing System.

D. An increase in the minimum guaranteed hours offered to all care workers delivering homecare to Tower Hamlets residents from the current 12 hours to either 16 or 25 hours per week.

3.40 Tower Hamlets council is committed to supporting homecare staff. We are a signatory to the Ethical Care Charter, ensuring the recruitment and retention of a more stable workforce through sustainable pay, conditions, and training levels.

3.41 Some providers have told us that they would be keen to offer contracts with longer hours to their staff. However, in these cases staff would need to be more flexible with their availability to ensure they meet the guaranteed hours threshold.

3.42 Previous evidence from care staff and the providers indicates that increasingly those seeking homecare roles wish to limit their hours and availability to times that fit around their lives e.g., within school hours, so that they can be available to pick up and drop off their children.

3.43 Previously, feedback from the five current commissioned homecare providers in Tower Hamlets regarding a 25-hour fixed contract was mixed. Therefore, a survey for homecare workers regarding guaranteed hours has recently been completed and the results are set out in paragraphs 3.46- 3.47 below.

3.44 Recommended solutions

3.45 A survey was issued in December 2022 to homecare workers employed by both commissioned and non-commissioned (spot) providers. On the topic of guaranteed minimum hours workers were asked their preferences, recorded from 12 hours to 36 hours per week in bands, in addition to zero hours. The closing date for responses was mid-January 2023. A total of 370 responses were received (18% of the total homecare workforce). The table below outlines care workers responses in answer to the question, what minimum level contract they would prefer.

Minimum Contract Preference - Hours	0	12	18	24	30	36
Percentage	12.7%	10.3%	11.6%	15.7%	12.7%	37%
Numbers	47	38	43	58	47	137

3.46 The survey also evidenced that while 55% (204) of respondents were on zero hours contracts, 27.3% (101) of respondents worked between 24 and 36 hours a week on average, with 29% (107) working over 36 hours.

3.47 Based on the evidence of these responses, it seems more likely minimum hour contracts of 16, 24 and 36 hours would be more attractive to care

workers. This offer could be included in the tender, the service specification and contract Terms and Conditions. This will assist the Council in implementing the recommendations set out in sections 1a. to 1d below.

1a. Require providers to offer contracts of up to 16, 24 and 36 hours per week but not to oblige staff to accept this offer. A record would be kept ensuring that this offer was genuine and had been made and whether the care worker had accepted or declined the offer.

1b. Agree with providers to make offers based on how many hours of homecare Tower Hamlets have purchased from them, assessed over a six-month period. Following the six-month period, analysis of data will allow the council and provider to understand how many 16, 24 and 36-hour contracts the provider can accept.

1c. Set incremental yearly targets for providers to decrease the percentage of staff on zero hours contracts.

1d. Set incremental yearly targets for providers to increase the percentage of staff on 16, 24 and 36 hour contracts.

4 EQUALITIES IMPLICATIONS

4.1 As part of the commissioning process, Officers will undertake an Equalities Impact Assessment to assess whether the changes to the service and contractual model could have any adverse impacts on those with protected characteristics. Mitigations will then be identified and acted on to minimise any adverse impact.

4.2 The Council is committed to employing a workforce that reflects the diverse communities of the borough regarding ethnicity, language, and culture, and expects homecare providers to demonstrate the same commitment. Currently, there is a large under representation of White British ethnicity in the homecare workforce in comparison to service users and the population of the Borough; 2 % of the workforce are White British when they make up 28% of service users and 22.9% of the Borough residents (2021 Census). There is also an underrepresentation of male carers in the workforce.

4.3 Officers will work proactively with homecare providers to target groups that are underrepresented through recruitment, retention, career development and apprenticeship initiatives.

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.
- Data Protection / Privacy Impact Assessment.

5.2 The new contracts awarded to homecare providers will need to ensure Best Value for the Council whilst ensuring that these contracts are complaint with the UNISON Ethical Care Charter and that all care workers are paid at least the London Living Wage.

5.3 It will be important to ensure that all personal data processed and stored by the providers is kept secure and in compliance with the General Data Protection Regulations (GDPR). This will form part of the contract conditions.

5.4 Officers will seek evidence of Social Value both during the tender period and subsequently work with homecare providers to ensure this is realised including increasing apprenticeships, employment, and training opportunities for residents of Tower Hamlets. Homecare providers will therefore actively seek to improve local employment and where possible offer opportunities to local individuals. This will include opportunities for Service Users as appropriate to the outcomes they are seeking.

6 COMMENTS OF THE CHIEF FINANCE OFFICER

6.1 Homecare services for adults are a significant part of the Adult Social Care budget. The 2022/23 budget for homecare services is projecting an overspend position against the £30.74m budget by £0.62m, with gross expenditure currently projected at £31.36m.

6.2 Demand and budget pressures are increasing in this area, with a rise in the number of people assessed as needing care and support and a move towards caring for people in their own home rather than in bed-based care settings e.g., care homes.

6.3 The current framework provides for annual inflation increases to providers based largely on London Living Wage, which is due to increase by £0.90 from April 2023 (an 8.14% increase). Further risk pressures will result from the Fair Cost of Care exercise, in addition to the financial risks highlighted in this report. These will be in addition to the existing financial challenges of meeting increasing costs within the available budget envelope and an existing overspend position.

6.4 Further financial risks associated with revised retender proposals identified in the report will need to be quantified, along with the impact of the potential mitigations. These will need to be assessed against available budget resources included in the Medium Term Financial Strategy (MTFS) 2023-26, including the ASC Market Sustainability & Improvement Fund and contractual inflation.

7 COMMENTS OF LEGAL SERVICES

7.1 The Council has a legal duty to provide this care to people who need it. Acquiring the services of contractors will allow the Council to continue to meet this legal duty. The Council also has the legal power to meet this duty in this manner

7.2 The Council also has a legal duty to ensure that the way in which its legal functions are delivered represent Best Value. Acquiring these services following a tender process where bids are subjected to evaluation based on pre-advertised evaluation criteria will meet both the legal duty to subject the purchases to competition as well as to create the evidence base to demonstrate the achievement of Best Value.

7.3 The framework contract period including extension is a maximum of four years. This complies with the requirements of frameworks under the Public Contracts Regulations 2015.

7.4 The formation of a Dynamic Purchasing System against which the spot purchase providers may be found on a time for time basis also will assist the Council to achieve Best Value in the delivery of this statutory care function. The DPS will remain open so that at any point new providers may join the DPS provided they meet certain advertised criteria

7.5 Many of the stakeholders in these services are people who have a protected characteristic for the purposes of the Equality Act. Therefore, any changes will be subject to appropriate measures such as an equality assessment so that the Council can determine the impact of any changes with people who have protected characteristics prior to implementing the changes in a new specification or procurement methodology.

Linked Reports, Appendices and Background Documents

Cabinet Report 14 December 2022 Homecare for adults- contract extension

Appendices
None

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

Cabinet Contracts Forward Plan Q4 2021-22

Cabinet Report 14 December 2022 Homecare for adults- contract extension

Cabinet report 22 September 2021 AHSCS5019 Domiciliary and Personal Care Contracts Extension

Officer contact details for documents:

Ben Gladstone, Interim Head of Service, Integrated Commissioning- Ageing Well
ben.gladstone@towerhamlets.gov.uk

Cabinet 25 January 2023	TOWER HAMLETS
Report of Caroline Holland – Interim Corporate Director, Resources	**Classification:** Unrestricted
Contracts Forward Plan – Quarter Three (FY2022-2023)	

Lead Member	**Councillor Saied Ahmed, Cabinet Member for Resources and the Cost of Living**
Originating Officer(s)	Peter Maskell – Interim Head of Procurement
Wards affected	All wards
Key Decision?	Yes
Forward Plan Notice Published	23 December 2022
Reason for Key Decision	Significant Financial Expenditure and Significant Impact on two or more wards
Strategic Plan Priority / Outcome	**A fair and prosperous community**

Reasons for Urgency

The Q3 Contracts Forward Plan was not published within the statutory deadline due to the requirement to amend technical details within the Appendix 1 – New Contracts Planned within Q3 Financial Year and Beyond. The Q3 Contracts Forward Plan needs to be reviewed and considered at the Cabinet Meeting to be held on 25 January 2023 as there are contractual matters that need to be addressed prior to the expiry of the existing contract as these may involve vulnerable residents within the Borough of Tower Hamlets.

Executive Summary

The Council's Procurement Procedures require a quarterly report to be submitted to Cabinet, setting out a forward plan of supply and service contracts over £1m in value, or capital works contracts over £5m. This provides Cabinet with the visibility of all high value contracting activity, and the opportunity to request further information regarding any of the contracts identified. This report provides the information in quarter three of the current financial year. Only contracts which have not previously been reported are included in this report.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Consider the contract summary at Appendix 1, and identify those contracts about which specific reports – relating to contract award – should be brought before Cabinet prior to contract award by the appropriate Corporate Director for the service area

2. Confirm that the remaining contracts set out in Appendix 1 can proceed to contract award after tender in liaison with the Mayor and Lead Member

3. Authorise the Director Legal Services (Monitoring Officer) to execute all necessary contract documents in respect of the awards of contracts referred to at recommendation 2 above subject to the award decision referred to in recommendations 1 and 2 above

4. Review the procurement forward plan 2022-2027 schedule detailed in Appendix 2 and identify any contracts about which further detail is required in advance of the quarterly forward plan reporting cycle

1. REASONS FOR THE DECISIONS

1.1 The Council's Procurement Procedures require submission of a quarterly forward plan of contracts for Cabinet consideration, and it is a requirement of the Constitution that "The contracting strategy and/or award of any contract for goods or services with an estimated value exceeding £1m, and any contract for capital works with an estimated value exceeding £5m shall be approved by the Cabinet in accordance with the Procurement Procedures" as amended by the General Purposes Committee held on 05 October 2021. This report fulfils these requirements for contracts to be let during and after quarter three of the current financial Year.

2. ALTERNATIVE OPTIONS

2.1 Bringing a consolidated report on contracting activity is considered the most efficient way of meeting the requirement in the Constitution, whilst providing full visibility of contracting activity; therefore no alternative proposals are being made.

3. DETAILS OF THE REPORT

3.1 Council's procurement procedures and processes have undergone major improvements to ensure they are clear, concise and transparent. Our

systems, documentations and guidance to suppliers have been transformed to ensure they reflect best practice in Public Sector procurement. Our efforts in maintaining effective dialogue with our bidders during the procurement process has helped to minimise procurement challenges.

3.2 To ensure the Council continues to be recognised for its sound procurement practices and effective engagement with the supply community, it is imperative that delays in contract award are minimised and adherence to the timetable outlined within our Invitation to Tender documentations.

3.3 The importance of procurement as an essential tool to deliver Councils wider social, economic and environmental aims has resulted in the need to ensure effective elected Member engagement in the pre-procurement and decision-making process as identified in the recent Best Value audit.

3.4 This report provides the forward plan for quarter three of the current financial year in Appendix 1 and gives Cabinet Members the opportunity to select contracts about which they would wish to receive further information, through subsequent specific reports.

3.5 Additionally, the report also includes a Procurement Forward Plan 2022-2027 to provide Mayor and Cabinet members with high level visibility of our planned procurement activity and the opportunity to be engaged in advance of the procurement cycle.

3.6 Appendix 1 details the new contracts which are planned during the period quarter three of the financial year. This plan lists all of the new contracts which have been registered with the Procurement Service, and which are scheduled for action during the reporting period.

3.7 Contracts which have previously been reported are not included in this report. Whilst every effort has been made to include all contracts which are likely to arise, it is possible that other, urgent requirements may emerge. Such cases will need to be reported separately to Cabinet as individual contract reports.

3.8 Cabinet is asked to review the forward plan of contracts, confirm its agreement to the proposed programme and identify any individual contracts about which separate reports – relating either to contracting strategy or to contract award – will be required before proceeding.

3.9 Equalities and diversity implications – and other One Tower Hamlets issues – are addressed through the Council's Tollgate process which provides an independent assessment of all high value contracts and ensures that contracting proposals adequately and proportionately address both social considerations and financial ones (such as savings targets). The work of the Strategic Procurement Board and Corporate Procurement Service ensures a joined-up approach to procurement.

3.10 The Tollgate process is a procurement project assurance methodology, which is designed to assist in achieving successful outcomes from the Council's high

value contracting activities (over £1m, for revenue contracts, and £5m, for capital works contracts which have not gone through the Asset Management Board approval system). All Tollgate reviews are presented to the Strategic Procurement Board as a Noting Report.

3.11 Appendix 1 – Q3 of the Financial Year and beyond contains Appendix 1 for contracts – 17 submissions of these, 6 submissions are for IT and related Services – 4 of which are seeking the facility to make direct awards for new contracts, 1 relates to a variation in the scope of services and 1 relates to the reporting to Cabinet, the value of associated transactional spend for a new previously authorised procurement, 2 submissions are for Place – of which 1 relates to a new procurement (Tower Hamlet Homes) and the other relates to a contract extension which is above the Record of corporate Directors Action (RCDA) financial limit and must be authorised by Cabinet, 9 submissions are for Health and Social Care – of which 4 relate to a mixture of contract extensions above the (RCDA) limit with accompanying new procurements, 2 relate to contract extension above the RCDA) financial limit requiring authorisation by Cabinet and 3 relate new procurements

4. EQUALITIES IMPLICATIONS

4.1 Equalities and diversity implications – and other One Tower Hamlets issues – are addressed through the tollgate process, and all contracting proposals are required to demonstrate that both financial and social considerations are adequately and proportionately addressed. The work of the Strategic Procurement Board and Corporate Procurement Service ensures a joined-up approach to council's procurement activities.

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,

Best Value Implications

5.2 The Council is required to consider the value for money implications of its decisions and to secure best value in the provision of all its services. The Council procures annually circa £350m of supplies and services with a current supplier base of approximately 3,500 suppliers. The governance arrangements undertaking such buying decisions are set out in the Council's Procurement Procedures, which form part of the Financial Regulations.

5.3 Contracts listed in Appendix 1 are all subject to the Council's Tollgate process which involves a detailed assessment by Procurement Review Panel and Strategic Procurement Board of the procurement strategy to ensure compliance with existing policies, procedures and best value duties prior to publication of the contract notice

Sustainable Action for Greener Environment

5.4 Contracts are required to address sustainability issues in their planning, letting and management. This is assured through the Tollgate process.

Risk Management

5.5 Risk management is addressed in each individual contracting project and assessed through the tollgate process.

Efficiency Statement

5.6 Contract owners are required to demonstrate how they will achieve cashable savings and other efficiencies through individual contracting proposals. These are then monitored throughout implementation.

6. COMMENTS OF THE CHIEF FINANCE OFFICER

6.1 This report details the contract forward plan for quarter three of 2022-23 which includes the following: various Health and Care contracts funded by Adult Social care general fund and grant (c£22m up to 6.5 years including extensions) also funded by Children's general fund and grant totalling (c£9m up to 5 years); a Care and Commissioning contract funded by general fund (c£7m over 5 years); a Mechanical and Electrical Installation contract funded by HRA capital (c£15m over 4 years); six IT contracts funded by general fund (c£9m up to 7 years) and an extension of 3 months (c£2m) for the Highways and Streetlighting contract funded by general fund, capital and S106.

6.2 All contract spend should be carried out within resources identified and savings should be identified where possible to improve value for money and contribute to the MTFS savings.

7. COMMENTS OF LEGAL SERVICES

7.1 The Council has adopted financial procedures for the proper administration of its financial affairs pursuant to section 151 of the Local Government Act 1972. These generally require Cabinet approval for expenditure over £1m for revenue contracts and £5m for capital works contracts as Key Decisions.

7.2 Cabinet has approved procurement procedures, which are designed to help the Council discharge its duty as a best value authority under the Local Government Act 1999 and comply with the requirements of the Public Contract Regulations 2015. The procurement procedures contain the arrangements specified in the report under which Cabinet is presented with forward plans of proposed contracts that exceed specified thresholds. The

arrangements are consistent with the proper administration of the Council's financial affairs.

7.3 Pursuant to the Council's duty under the Public Services (Social Values) Act 2012, as part of the tender process and where appropriate, bidders will be evaluated on the community benefits they offer to enhance the economic social or environmental well-being of the borough. The exact nature of those benefits will vary with each contract and will be reported at the contract award stage. All contracts delivered in London and which use staff who are ordinarily resident in London will require contractors to pay those staff the London Living Wage. Where workers are based outside London an assessment will be carried out to determine if the same requirement is appropriate.

7.4 When considering its approach to contracting, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who do not (the public sector equality duty). Officers are expected to continuously consider, at every stage, the way in which procurements conducted and contracts awarded satisfy the requirements of the public sector equality duty. This includes, where appropriate, completing an equality impact assessment as part of the procurement strategy, which is then considered as part of the tollgate process

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Linked Reports, Appendices and Background Documents

Linked Report

- None

Appendices

- Appendix 1 – new contracts planned: Q3 of the Financial Year and beyond.
- Appendix 2 - Procurement Forward Plan 2022 -2027

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

- None

Officer contact details for documents: **Peter Maskell**
(Interim Head of Procurement)

Cabinet Contracts Forward Plan – Appendix 1 Q3

<table>
<tr><td>Contract Ref & Title</td><td colspan="3">AHS5037 – Independent Living and Community Support</td></tr>
<tr><td>Procurement Category:</td><td>Health & Care</td><td>Contract Duration & Extensions:</td><td>Contract Extension
15.5 months contract extension
New Procurement
3 years + 1 year + 1 year</td></tr>
<tr><td>One-Time / Recurrent</td><td>Recurrent</td><td rowspan="2">Funding Source:</td><td rowspan="2">☒General Fund ☐Capital
☐ HRA ☐Grant ☐ Reserves
☐S106 ☐Revenue Generating</td></tr>
<tr><td>Cost Code</td><td>R5600-33201-A2559</td></tr>
<tr><td>Value Total:</td><td>£4,493,847 including £841,686 for the value of the extension period</td><td>Statutory / Non-Statutory</td><td>Statutory</td></tr>
<tr><td>Value Per Annum:</td><td>£664,008 year one</td><td>Budget</td><td>£664,008</td></tr>
<tr><td>Current annual value</td><td>£609,182</td><td>Revised Annual Contract</td><td>Year 1, £664,008 which may be uplifted to meet LLW and inflationary pressures in future years</td></tr>
<tr><td>Savings Annual Value</td><td colspan="3">Not Applicable</td></tr>
<tr><td colspan="4">Summary of how savings will be achieved</td></tr>
<tr><td colspan="4">No direct savings are achieved from this contract as this is a statutory adult social care service where we have committed to meet the LLW commitments. However, this contract supports the MTFS Mental Health Accommodation Pathway savings target of £571,286</td></tr>
<tr><td colspan="4"><u>Background</u>
The original contract expired on 15/06/2021 and has since been extended. The basis in which the extensions were sought, were due to resourcing pressures within Commissioning and Procurement which has limited the portfolio of services that could be re-procured at the time and therefore the mental health accommodation services were prioritised for re-procurement.
A contract extension is being sought for a 15.5-month period (15/12/22 to 31/03/2024) align with refresh of the Tower Hamlets accommodation, in line with borough transformation programmes, of which the Independent Living and Community Support (ILCS) contract is an integral service of which critical pathway; this will facilitate service user moves to more independent living settings and provide short term tenancy sustainment support. During this period, a new service will be procured and will require a sufficient mobilisation period to minimise disruption to service users. This has been taken into consideration within this extension timeframe.
During this extension period, the Service will seek to undertake a re-procurement exercise. This will allow for changes to the contract model in order to best support local residents and enhance options of those living within supported accommodation. The new contract procurement which will cover the period (3 + 1 + 1 from 01/04/2024 to 31/03/29).</td></tr>
</table>

This extension is being conducted retrospectively as the commissioning strategy for the mental health services evolved following the Q2 contract forward plan review therefore delaying the Commissioning team's opportunity to seek authority to extend and procure.

The service offers support for service users with mental health needs (for whom the authority has a statutory duty) to support them to remain in independent living settings and prevent hospitalisation through the delivery of person-centred support. This contract offers transitional and tenancy sustainment support to those exiting mental health supported living services.

The current service provider is performing well against contractual KPIs; consistently maximising utilisation, achieving positive outcomes for service users including preventing the need for statutory intervention and is working well in partnership with stakeholders. The service has supported 116 users to move from supported living services into independent accommodation from the contract's inception in 2015. In the last full year of service (2021-22), the ILCS supported 268 service users within the community, achieved a positive discharge rate of 100% and supported 96% of service users to prevent re-admission to hospital. The service offered 48 drop-in sessions to current and previous service users to provide immediate support and prevent the need for further intervention and have doubled their drop-in sessions related to supporting service users to bid for properties via the LBTH housing list. The service has not been subject to any remedial action through the lifetime of the contract.

Scope of Contract

The service assists people to develop or maintain their independence within their own homes, thus preventing the otherwise unnecessary use of more institutional forms of care and hospital admission; by providing recovery orientated support to individuals, for whom the authority has a statutory duty under the Care Act. Service users may have a forensic history, including those on section 41 of Mental Health Act, MAPPA clients and those with serious mental illness or dual diagnosis- substance misuse and mental health needs. The service further supports individuals to move on to more independent forms of housing and sustain independent living though delivery of transitional move-on support.

The service focuses on engaging with and assisting service users to make good use of the community mental health services available to them whilst developing the knowledge, life skills and ability to manage and sustain a tenancy successfully.

These objectives are achieved by;

- Providing a recovery focused service that supports service users to stay well, safe are fulfilled.
- Delivery of crisis support to individuals who require short term support to deal with a crisis. The level of support depends on individual need and will range from one hour a week, with no upper limit.
- Providing creative options for supporting service users to maintain healthy lifestyles, and eat nutritiously, access education, employment and training (EET), structured support to prepare for independent living and support with legal matters.
- Support those existing supported living to move on to general needs housing through structured support with nomination and bidding, followed by 6 months transitional support.
- Offering opportunities for service users to meet together, developing options for peer support and appropriate facilitated support groups.

This contract helps achieve the Tower Hamlets Health and Well-being Board's vision for improving outcomes for people with mental health problems in the borough. Outcomes for these services will demonstrate the 6 shared objectives of the strategy which are:-

1. More people will have good mental health
2. More people with mental health problems will recover
3. More people with mental health problem will have good physical health
4. More people will have a positive experience of care and support
5. Fewer people will suffer avoidable harm
6. Fewer people will experience stigma and discrimination.

Contracting Approach

The contracting approach will be finalised after completing the pre-sourcing activities which may include the analysis of the business need, market analysis / market engagement and development of the sourcing strategy. The procurement will be compliant with the Council's Procurement Procedures and The Public Contracts Regulations 2015 (as amended by the EU Exit Regulations 2020).

The procurement timeframe is as follows.

Tender phase	**Expected completion**
Design and preparation	May 2023
Close of tender	July 2023
Contract award	September 2023
New contract start	April 2024

The inflationary uplift has been modelled on the recent increase to LLW. The annual contract value illustrates the maximum value that may be considered following a decision to procure. The final value will be determined through a process of negotiation and in full understanding of evidenced associated cost pressures prior to any agreement.

Community Benefits

Social Value will have 5% overall weighting in the tender evaluation process with the requirements being developed and defined during the preparation of the Tender Pack. This will include consideration of Social Value benefits that can reasonably be delivered within the proposed contract. An indication of the benefits that may be asked within the procurement are listed below.

- Funding, contribution and attendance at a minimum of 2 local job fair per annum.
- Commitment to local apprenticeships, trainees, volunteers and graduates that will be employed annually throughout the lifetime of the contract. This should include opportunities for career progression for 2 local people employed within the contract.
- Percentage of agency staff that will be recruited via local recruitment agencies in Tower Hamlets
- Percentage of vacancies within the service that will be recruited from the local community.
- Number of support programme placements organisation will be able to provide to assist people with Learning Disabilities; Physical Disabilities or Mental Health problems get into paid employment.
- Details of any programmes, placements or opportunities organisation will be able to offer to Assist unemployed people back into work

Contract Ref & Title	**Mental Health Supported Living Services:** **AHS5040(B)Cannon Street Road,** **AHS5036 Huddleston close,** **HAC5252 Teresa House and Hamlets Way**		
Procurement Category:	Health & Care	Contract Duration & Extensions:	Contract Extension 12-months (01/04/2023 to 31/03/2024) New Procurement 3 + 1 + 1 = 5 Years (01/04/24 – 31/03/2029)
One-Time / Recurrent	Recurrent	Funding Source:	☒General Fund ☐Capital ☐ HRA ☐Grant ☐ Reserves ☐S106 ☐Revenue Generating
Cost Code	33201-R5600-A2559		
Value Total:	£1,502,079 for the 12-month extension period and £10,088,528 over the total contract period (maximum) including the extension period	Statutory / Non-Statutory	Non Statutory
Value Per Annum:	£1,502,079 extension period (with 9% uplift)	Budget	£1,378,054
Current annual value	£1,378,054 per year	Revised Annual Contract	£1,502,079 extension period including 9% uplift. to meet LLW and inflationary pressures (and further uplifts after extension period at assumed %)
Savings Annual Value	Not Applicable – see below		

Summary of how savings will be achieved

No direct savings are achieved from this contract however, this contract supports the MTFS Mental Health Accommodation Pathway savings of £571,28 delivered in 2021/22 through repatriation of out of Borough placements. A further savings target of £174k has been identified for 2022/23. These placements will be supported under this contract.

Background

This report follows on from the submissions within the Quarter 3 2021/22 Contracts Forward Plan which resulted in a contract end date of 31st March 2023 approved by Cabinet.

During this extension period, the service will seek to undertake a re- procurement exercise. This extension period will allow for changes to the overall pathway and contract model in order to best support local residents and enhance options of those living within supported accommodation.

The mental health supported living contracts expired on the 31/03/2022. An extension was sought via Q3 contracts forward plan 21/22 for a 12-month period (01/04/22- 31/03/23) to allow for a procurement exercise. A procurement was initiated but was abandoned by mutual agreement with Commissioning, Legal and Procurement teams in Jan 2022. This was due to limitations in the approved contracting budget for the

contract period, specifically insufficient funds to deliver intensive support and no recourse to uplift the contract during its lifetime.

A further 12-month extension is being sought (01/04/23-31/03/24) to allow adequate time for a new procurement which will include mobilising the contract within the extension timeframe to be ready for contract start in April 2024. This includes any requirements for TUPE transfer and building arrangements for the full suite of buildings which constitute this service contract. Within this period, a redesign of the service will be undertaken to ensure the new service models are able to meet increasing needs of service users for the next five years and enhance options for those living within supported accommodation.

The services are performing well in relation to contract compliance and maintaining service user safety however, all three contracts have seen challenges in retaining staff and supporting services with multiple and enduring needs. There is a need to enhance service models to create a more robust approach to supporting higher needs service users, implement change to the pathways model and increase throughput from clinical settings.

During 2021/22, the services supported 107 users. They have successfully moved 14 service users to more independent living settings and 3 users on to higher support settings with no evictions. This is broadly reflective of service users changing needs including more physical health requirements for aging users and co-occurring needs presentations. 80% of service users have been supported to maintain their mental health within the supported living settings. This also reflect the sector wide challenge to address a significant increase in the need for clinical intervention following the lockdown period. All services are operating at full capacity and continue to develop in accordance with local pressures i.e. working with a local organisation to establish a foodbank provision for residents within mental health supported living.

Scope of Contract

The Scope of Services under the existing contracts will be delivered for a further 12-month period to maintain the Council's service to the Tower Hamlets residents.

This will allow for the development of the future model of services which are intended for service users with mental ill-health who may have had a significant admission to institutional care. The service model will have a strong focus on supporting service users with their journey towards recovery and independence, providing support that is tailored and flexible and delivered in accordance with individual's needs. Services will be provided as part of the Authorities duties under the Care Act.

This procurement will bring together 3 contracts across three mental health supported living services. This grouping reflects the ambition to provide a more joined up accommodation pathway that is able to reduce out of area placements and improve system resilience.

- Service one comprises 39 units of supported accommodation, 20 high support and19 step down.
- Service two comprises19 units of supported accommodation, 11 high support and 8 step down.
- Service three comprises 32 units of high support accommodation.

The emphasis of these services is on preparing individuals to move on to independence. The support service is provided 24 hours a day 365 days per year with tailored flexible support delivered in accordance with needs of users. The future contract service will help achieve the Tower Hamlets Health and Well-being Board's vision for improving outcomes for people with mental health problems in the borough. Additional outcomes for this service include: -

- Enhancing the strengths and resilience of service users through therapeutic risk-taking to promote personal recovery
- Maintaining individuals' growth and recovery
- Treating disability with respect, promoting social inclusion, and reducing stigma
- Improving users' holistic quality of life
- Enhancing life-skills and supported users into long term independence.

Contracting Approach

The contracting approach will be finalised after completing the pre-sourcing activities which may include the analysis of the business need, market analysis / market engagement and development of the sourcing

strategy. The procurement will be compliant with the Council's Procurement Procedures and The Public Contracts Regulations 2015 (as amended by the EU Exit Regulations 2020).

A 12-month contract extension is requested (from 01/04/23 to 31/03/24) to enable this procurement process to take place allowing for a minimum necessary transition and mobilisation period. Whilst a 12-month extension period is being sought, the contract award will take place as soon as is possible. The current contracts will be merged into one contract through procurement.

The procurement timeframe is as follows.

Tender phase	**Expected completion**
Design and preparation	May 2023
Close of tender	July 2023
Contract award	September 2023
New contract start	April 2024

The inflationary uplift has been modelled on the recent increase to LLW of 8.14% from April 2023. The period of extension will run for 12 months (1st April 2023 to 31st March 2024), The total contract value over the life of the new contract will be the maximum value that may be considered following a decision to procure. The final value will be determined through a process of negotiation and in full understanding of evidenced associated cost pressures prior to any agreement, and confirmation of annual increases to LLW and inflationary pressures. All inflationary and LLW pressures for the contract will be funded via Corporate Inflationary Uplift funding which is identified and transferred at the start of each financial year.

Community Benefits

Social Value will have 5% overall weighting in the tender evaluation process with the requirements being developed and defined during the preparation of the Tender Pack. This will include consideration of Social Value benefits that can reasonably be delivered within the proposed contract. An indication of the benefits that may be requested within the procurement process are listed below:

- Ensuring accessibility for all eligible service users with due respect to their culture and religion
- Ensuring acceptance by local community leaders and that they are fully informed about our services and supportive of them
- employing people with mental health problems in their service.
- employing Tower Hamlets residents in their service

Contract Ref & Title	**AHS5124 Integrated Young People Health and Wellbeing Service (Safe East)** **HAC 5224 School Health and Wellbeing Service**		
Procurement Category:	Health & Care	Contract Duration & Extensions:	Further Contract Extensions 12 Month Extension for Both Contracts
One-Time / Recurrent	Recurrent	Funding Source:	☐General Fund ☐Capital ☐ HRA ☒Grant ☐ Reserves ☐S106 ☐Revenue Generating
Cost Code	Safe East R5602 37008 A2952 Well Being Service R 5602 37008 A2950		
Value Total:	Safe East Extension £629,681 Well Being Service £1,688,960 (2022 -23) Both delivered through the Public Health Grant	Statutory / Non-Statutory	Safe East Extension Non Statutory Well Being Service Statutory
Value Per Annum:	Safe East Extension £629,681 Well Being Service £1,688,960 (2022 -23) Both delivered through the Public Health Grant	Budget	Safe East Extension £629,681 FY 22/23 Well Being Service £1,688,960 per year
Current annual value	Safe East Extension £629,681 FY 22/23 Well Being Service £1,688,960 per year	Revised Annual Contract	Safe East Extension £629,681 FY 22/23 Well Being Service £1,688,960 per year
Savings Annual Value	Not Applicable		

Summary of how savings will be achieved

Not applicable - Request for contract extension. Staff are on NHS contracts and have had a 3% pay rise with future pay rises expected. The budget remains unchanged over the contract period, creating a defacto saving once pay rises have been factored in. The possibility of savings will be reviewed during the course of the contract.

Background

Safe East (Integrated Young People's Health and Wellbeing Service) offers universal, targeted and specialist sexual health and substance misuse prevention and treatment services that are non-judgemental, evidence-based, prevention-focused, and age-appropriate to young people aged 10-19 years.

The **School Health and Wellbeing Service** delivers a public health nursing service to improve children and young people's physical and mental health and well-being and reduce health inequalities.

The service delivers to health needs assessments and school health profiles, early intervention including screening (vision and hearing), height and weight measurement, health checks and health promotion. The service also identifies vulnerable children, young people and families providing and co-ordinating Individual

Health Care Plans (IHCP) for children with additional health needs, including emotional health and wellbeing, safeguarding, children and young people at risk and with additional or complex health needs.

Permission is sought to extend the contracts of both the SHWS and Safe East by 12 months until July 2024 to allow time to undertake a complex service model transformation.

Scope of Contract

What is currently commissioned

1. Safe East

The core offer extends to those 19-25 years old who are known to be particularly vulnerable to poor health, including Look After Children, children leaving care and those with special Educational Needs or Disability. The current service is delivered by Compass UK at the 'hub' at Spotlight Youth Centre, Langdon Park and at 'spokes' at other youth centres, schools and young-people-friendly settings around the borough.

The service contributes to the achievement and improvement of positive life outcomes of young people in Tower Hamlets by addressing the following issues: sexual health, including sexually transmitted infection and contraception and substance misuse including drugs, alcohol, tobacco, and harms through associated risk behaviour. The service is delivered to promote the emotional wellbeing of young people, with the option of a referral to Child and Adolescent Mental Health Services (CAMHS) as appropriate.

The service objectives are to:

- Promote health and wellbeing through health promotion, education and, where appropriate, treatment for sexual ill health and substance misuse;
- Provide a welcoming, accessible service with a clear culture of ongoing enquiry and challenge to 'normalised' harmful practices;
- Provide brief interventions for young people engaging in behaviours that may become harmful to their health and wellbeing;
- Identify and deliver targeted education and early intervention programmes to groups/individuals at risk;
- Provide advice and information for young people and their parents/carers on risky exploratory behaviours, including sexual health and substance misuse;
- Ensure services are acceptable and accessible to people disproportionately affected by unintended pregnancy, sexual ill-health and harms associated with substance misuse based on up-to-date needs assessment;
- Enable those young people who are unable to stop using drugs to stabilise their drug use and minimise harm;
- Provide testing and treatment programmes for children and young people that address sexual health and/or substance misuse needs (alcohol, drugs, and tobacco);
- Support service users' children and young people in returning to school/further education/training/employment to reduce the risk of relapse into harmful behaviours;
- Participate in partnership working with other relevant agencies, including mutually agreed reciprocal staff training where appropriate for key staff groups;
- Transition into adult services will include contributing to a transitional care plan;
- Collect demographic data relating to behaviours, referrals, utilisation of services and programmes in addition to general service activity and quality data and provide this as part of the JSNA process in the local authority area;
- Promote self-efficacy and health literacy.

2. School Health and Wellbeing Service (SHWS)

The overall aim of the school health and wellbeing service is to improve children and young people's physical and mental health and well-being and reduce health inequalities.

The SHWS contributes to health needs assessments and school health profiles, early intervention including screening (vision and hearing), height and weight measurement, health checks and health promotion. The service also identifies vulnerable children, young people and families providing and co-ordinating Individual Health Care Plans (IHCP) for children with additional health needs, including emotional health and wellbeing, safeguarding, children and young people at risk and with additional or complex health needs.

There is good evidence about what is important to achieve this is brought together in the national *Healthy Child Programme 5 to 19- a public health programme for children and families.* The School Health and Wellbeing Service delivers the Healthy Child Programme for those children and young people aged 5-19 years old.

The six high-impact areas where the service can have its greatest effect on improving outcomes for children, young people and families are:

- Building resilience and improving emotional health and wellbeing
- Keeping safe, managing risk, and reducing harm – including child sexual abuse and exploitation
- Healthy lifestyles – including reducing childhood obesity and increasing physical activity
- Maximising achievement and learning – help children to realise their potential and reducing inequalities
- Supporting additional health needs – supporting Special Education Needs and Disability reforms
- Transition and preparing for adulthood

School health and wellbeing teams work with secondary schools and their associated cluster of feeder primary schools. The service provides a named school nurse for each school, supported by a wider team. School nurses also provide support for school-aged children and young people not in school and will provide support for other public health aspects of the school health role in special schools in collaboration with the special school's team.

The service has strong links with other services with an interest in the health of children, such as Health Visiting, Children's Social Care, the Early Help service, primary care, CAMHS, the Integrated Young People's Health and Wellbeing Service (Safe East), the Healthy Lives team, the Parent Engagement team, the Behaviour and Attendance Team and Education Safeguarding Team and with public health and others as appropriate.

Contracting Approach

Permission is sought to extend the contracts of both the SHWS and Safe East until July 2024. Safe East's contract was originally extended till July 2023 to align the contract end date with that of the SHWS. This allowed both contracts to be recommissioned at the same time.

Added since Q2 Contracts Forward Plan: A 12-month contract extension is requested (as opposed to a 6- or 9-month extension) because the service delivery aligns with the academic year with different activities scheduled across the school terms. It would be more difficult to mobilise a new service model in the middle of the academic year so shorter extensions could present a risk to full-service delivery.

Over the contract period and particularly since the pandemic, a number of system issues have been identified that would be difficult to tackle if we recommissioned similar services as currently commissioned.

The current school health service specification has been difficult to deliver due to a local and national shortage of school nurses. The service has had long-standing capacity challenges which have affected service delivery and not met partner expectations. Despite ongoing short- and long-term work to recruit and retain staff over years, the service has not been at full capacity for many years.

Commissioners and service leads have also been reviewing the role of school nurses to maximise the use of their skills and introduce new staffing grades to relieve them of tasks that could be undertaken by other staff within the service. Through this work, it has become clear that school nurses are undertaking tasks that may be better delivered by staff outside the service, subject to pathway and service development work with other services. For example, providing health input into safeguarding meetings may better be provided by clinicians who already know the family; and medical information could better be provided to schools by clinicians who are actually changing the child's care plan. By improving and clarifying communication pathways between health professionals caring for children outside of the service, the role of school nurses may be pivoted towards the delivery of the 5-19 Healthy Child Programme. This partnership working is complex and takes time to understand possibilities and risks and could not be completed safely without a contract extension.

There are a number of child health promotion services delivered by the Council and partners that also contribute to the 5-19 Healthy Child Programme. A contract extension would give time to collaborate on overlaps in responsibilities and potential gaps, to more effectively use existing resources in the system.

The pandemic response slowed the pace of work started before the pandemic, as both public health and the service pivoted towards the pandemic response including award-winning work supporting shielding children. The contract extensions would allow time to work in partnership with children, young people, their families and professionals that support them to modernise our services and enable greater join up with other services working with children and young people.

The extension of the contracts will enable commissioners to undertake a child health system review to transform the current offer and to scope how to provide a fully integrated health and wellbeing offer to those aged 5-19 (and up to 25) years old. The proposed extension will enable the commissioner to review how the total funding streams to the two services support to this cohort of children and young people may be consolidated to deliver a high-quality integrated offer to children aged 5-19 years old (or 25 years for children leaving care or with SEND (Special Educational Needs and Disabilities)).

A contract extension will, in addition, allow commissioners to build upon and implement current service development activities that will inform the service specification for the new service, and explore further opportunities to strengthen aspects of the service offer:

1. A pilot to develop integrated multidisciplinary community-based child health teams is underway. The findings of this could inform the new service model if we recommissioned 12 months later.
2. Working with schools and primary care to agree joined-up ways to manage medical conditions in schools that aligns with national commissioning guidance.
3. The NCMP is a nationally mandated programme that measures the height and weight of children annually in reception and year 6. LBTH Public Health successfully secured funding from the London Health and Care Partnership to transform communications with parents around the NCMP, so parents are able to understand and accept information about their child's weight status, and feel able to access appropriate healthy weight support. A contract extension would also allow this co-produced work to complete, enabling the new service specification to more effectively identify and support child health weight.
4. Within the local SHWS the provider is required to deliver an annual screening programme for vision and hearing when the child is in Reception. Through our ActEarly prevention research collaboration with partners in Bradford, we have identified opportunities for strengthening the impact of the screening elements of the service (e.g. 'Glasses in Classes' project). A contract extension would provide time to develop the model for these service elements and identify co-commissioning opportunities.
5. A review of the most effective ways to engage and communicate with children, young people and families using 'traditional' and social media and of how to involve them in co-production of services.
6. Explore service models that deliver age-specific services for cohorts of children and young people – for example preparation for students leaving school and going to university, anticipating the health risks that they may be exposed to, how to cope with unfamiliar stressors and where they can seek help.
7. Work with LBTH colleagues to conduct a review of premises to seek opportunities for co-location of staff which could generate savings but also importantly aligning to the locality model of Family Hubs and Primary Care to strengthen relationships and bring supportive knowledge of local areas into the service offer.

The extension will allow the following work packages to be completed before commencing procurement; these include:

- Child and adolescent healthy weight support
- Physical Activity
- Drugs, tobacco and alcohol prevention and treatment
- Sexual Health prevention and treatment

- Mental Health and wellbeing support
- Partnerships with Social Services, Youth Justice, Youth Services
- Co-commissioning opportunities with NHS and other Council commissioners
- Safeguarding
- Supporting children educated other than at school (EOTAS)
- Primary and Secondary Care integration
- Communication and Engagement Strategy
- Working with internal partners including but not limited to Education
- Research and Data – how is this used to continually improve the service in delivery and plan
- An outcome focused service which has realistic Key Performance Indicators
- A model of delivery which is fully costed with all risks identified and mitigation strategies identified
- Climate Change how does this project reduce the carbon footprint of the borough

An evaluation of both the SHWS and Safe East, and a Joint Strategic Needs Assessment of Adolescents is currently underway and due to complete in November 2022.

Proposed Timetable

Task	Date
Evaluation and JSNA • Conclusion of findings	May 2022 - November 2022
Transformation Board Meetings This is the body that will deliver the outcomes. There will be representation from legal, procurement and other relevant parties.	Every first Thursday August 2022 to July 2023
Work package Development	August 2022 to July 2023
Discussion with lead officers in the Council the Mayor and lead cabinet members for Education and Health on the chosen model.	February 2023 to April 2023
Conclusion of the findings of the work packages	July 2023
Writing the specification	July 2023 to September 2023
Depending on the model of choice – development of the method statement	July 2023 to September 20203
If the decision is made to go out to open tender	October 2023 to December 2023
Award Tender	January/February 2024
Mobilisation	April to July 2024

Community Benefits

Social value at 5% was incorporated into the original tender process for both contracts and requirements to deliver social value will be continued for the extended contract period.

Contract Ref & Title	**AHSCS5019 Domiciliary and Personal Care Services – Provision of Personal Care Services for Children & Young People**		
Procurement Category:	Health & Care	Contract Duration & Extensions:	3 + 1 + 1 = 5 Years
One-Time / Recurrent	Recurrent	Funding Source:	☒General Fund ☐Capital ☐ HRA ☐Grant ☐ Reserves ☐S106 ☐Revenue Generating
Cost Code	89233.R5600.A1862		
Value Total:	£6,715,000	Statutory / Non-Statutory	Statutory
Value Per Annum:	£850,000	Budget	£1,343,000 per annum
Current annual value	£850,000 per Year	Revised Annual Contract	£1,343,000 per annum
Savings Annual Value	Not Applicable – see below		

Summary of how savings will be achieved

No savings will be achieved. Attempts to reduce the budget would put the quality and delivery of service provision at risk. Furthermore, the Council is signed up to the Ethical Care Charter and London Living Wage (LLW), which has requirements to improve quality and levels of pay for staff.

The service is demand-led and the spend has consistently exceeded the budget through spot purchasing non-commissioned providers.

Background

1.1 We are seeking approval to go out to tender for the provision of Domiciliary and Personal Care services to Disabled Children and Young People at home commencing 7th December 2023. The contract was previously commissioned alongside the Adults Domiciliary Care Contracts and last went out to tender in 2016.

1.2 In February 2022, a six-month extension was agreed at Cabinet on the existing adults' contracts including the children's lot (Lot G) to allow time for a joint re-procurement. It was later identified that to deliver on the needs and outcomes for Children & Young People a full review was needed, and that the Children's services contract should have a separate focus and be recommissioned independently from the Adults Contract.

1.3 In July 2022 a second extension of 16 months was granted though Cabinet until 6th December 2023 to enable the re-procurement work with a view to develop a more enhanced model of provision for children from 7th December 2023 onwards.

Scope of Contract

2.1 The contract is for the provision of a high-quality personal care service eligible to children and young people (CYP) with special educational needs or disability aged 0 to18. It delivers practical, social and emotional support which is necessary to maintain an individual in health, hygiene and safety in their own home and provide a short break for their parent(s).

2.2 It is acknowledged that for many families caring for a disabled child or young person there are everyday additional stresses and challenges. Under the Children Act 1989, the Children and Families Act 2014 and

the Care Act 2014 local authorities have a duty to assess, identify and offer support to disabled children, young people and their families.

2.3 The commissioning of this service enables the Council to meet its statutory duty under the Children & Families Care Act 2014 which outlines an expectation that CYP with disabilities and their families access a local offer of seamless, personalised support from childhood to adulthood. This includes access to the very best care packages that support families to continue to care for their child at home, maintain a stable environment, prevent family breakdown, and enable a better quality of life. In addition, this procurement is also underpinned by a commitment to improve the outcomes for our children and young people and to put the child or young person and their family right at the centre of the commissioning of care packages so that they are empowered to have choice and control over their care.

2.4 The current contract is delivered by a single supplier (Apasen Home & Community Services) who hold approximately 72% of total care packages for this cohort of children in Tower Hamlets. Further provisions are 'spot' purchased through a range of non-commissioned providers.

2.5 The commissioned service is variable and is not sufficiently flexible to meet the growing demand which has been highlighted by the volume and nature of packages being pursued under spot purchase arrangements. The council is currently spot purchasing domiciliary care from three individual providers with approximately 28% CYP being supplied with care packages. The type of packages frequently being pursued under spot arrangements are the high-cost complex needs packages exceeding 20 hours or more.

2.6 The successful care provider(s) will be registered with the CQC for the provision of domiciliary care. The services will undergo continuous monitoring during the lifetime of the contract, and this will include establishing and maintaining high levels of quality assurance monitoring.

2.7 The initial duration of the new contract will be for a period of three years from 7th December 2023. There will be an option to extend the contract for a further two years (3+1+1). This will enable the opportunity to build longer term strategic partnerships with provider(s) to focus on service quality, efficiency, and integration. It will also provide much needed stability as well as continuity in care, which is vital for children and young people with complex health needs. It is likely that the council will seek the provider(s) to demonstrate improvements and potential savings before considering an extension. For any extension(s) to the contract, discussions with the provider(s) shall be conducted sufficiently far in advance of the contract expiry date to arrive at an agreed position.

Spend

3.1 The council spent over £1,372.847 on Homecare in 2021/22: 27% higher than in 2020/21. This figure does not include the care and support purchased under direct payments which account for 23% of total spend. It is therefore expected that demand will continue to grow.

3.2 The revenue budget for Children's Domiciliary Care held within Children's services in 2022/23 is £1,343,000. We therefore cannot foresee any savings.

Contracting Approach

4.1 The contracting approach will be finalised after completing the pre-sourcing activities which will include the analysis of the business need, market analysis / market engagement and development of the sourcing strategy. The procurement will be compliant with the Council's Procurement Procedures and The Public Contracts Regulations 2015 (as amended by the EU Exit Regulations 2020).

4.2 A Pre-Market Supplier Event will be held.

Community Benefits

5.1 Social Value will have 5% overall weighting in the tender evaluation process with the requirements being developed and defined during the preparation of the Tender Pack. This will include consideration of Social Value benefits that can reasonably be delivered within the proposed contract.

5.2 This contract requires providers to pay employees a minimum of the London Living Wage (LLW) and to comply with the Unison Ethical Care Charter which has requirements including paid travel, paid training and for staff to be offered a minimum 12-hour contract. The nature of home care provision is such that most employees are likely to be local. These are significant factors which benefit the local community.

Contract Ref & Title	**CS5732 Young People (YP) Supported Housing Pathway**		
Procurement Category:	Care and Commissioning	Contract Duration & Extensions:	3 + 1 + 1 = 5 Years
One-Time / Recurrent	Recurrent	Funding Source:	☐Capital ☒On Going ☐ HRA ☐Grant ☒General Fund ☐S106 ☐ Reserves
Value Total:	£6,461,600		
Value Per Annum:	£1,145,322	Statutory / Non-Statutory	Statutory
Cost Code	85059	Budget	£1,292,320
Current annual value	£1,145,322	Revised Annual Contract	£1,292,320 per Year
Savings Annual Value	None Stated by the Service		

Summary of how savings will be achieved

The following factors are being considered, which will help support savings in the overall spend within this area:

- Reduce the number of spot placements
- Set up a placement panel to scrutinise new placements ensuring they meet the threshold and represent value for money,
- New commissioned services to be more active in moving people on, and reducing the number of support hours needed through a planned programme created by both social care and provider
- Working with the transition team to ensure timely move on of young people who become adults
- Hold regular contract management meetings to ensure provider is achieving the KPIs and moving young people to the next stage where appropriate.
- Reviewing all high-cost placements (above £900 per week)
- Reviewing all placements for young people over 18 and determine move on plan for each with defined timescales

Background

The Supported Housing Pathway provides accommodation and support for care leavers and YP at risk of homelessness between the ages of 16 to 25.

We are seeking approval to go out to tender to replace the current contract for Young People Supported Housing with a new service. The contract is expected to start from 1 August 2023 for a period of three years, with the options to extend for a further two years, totalling to five years.

The contract was commissioned in 2017, with already having exhausted the option to extend, a further extension was approved by Cabinet in October 2022, which will see the contract taken up to 31 July 2023.

Scope of Contract

Current service provision

The current SH Pathway includes four block contracts (below) which are currently utilised by the Through Care Service (TCS) and Housing Options Support Team (HOST) offering support and accommodation for care leavers (CL's) and Young People (YP) age 16 to 25 who are at risk of homelessness.

Table 1below details the four contracts which we currently have in place:

Table 1:

CS5273	Young People Assessment & Support Service
AHS5147	Tower Hamlets North Young Persons Support Services
AHS5146	Mile End Road Young Person Support Services
AHS5145	Tower Hamlets Campbell Road Young People's Support Services

The above four contracts will expire on 31 July 2023.

The YP Assessment and Support Service contract acts as the entrance to the SH Pathway assessing YP unknown to Children's Social Care (CSC) to identify their support needs. The other three services' deliver a wide range of support, from high support placements, i.e. staff on site 24 hours, medium support placements, where staff are on site during the day only, and low support placements, where staff support is provided to YP by visiting their managed properties, and lastly a floating support provision. These are the areas which we will be fine tuning, ensuring better use of hours of support is utilised, and to ensure accommodations are freed up in a timely manner.

Redesigning services & the scope of contract

With the current housing market and the number of support providers being able to deliver the service within the borough, it is evident that a single primary supplier will not be able to deliver this contract. Thus, the contract will be separated into four lots:

Lot 1 – Assessment, Support and Mediation 16–25-year-olds

This service will provide support for the above age range, from two different routes. One from the homelessness route and the second from the care leavers route. The service will have staff supported 24 hours of the day, which means there will be high support needs young people placed within this area. The support hours will be fixed to a certain amount, and the placements could last up to three months.

Lot 2 – progression support for 16- & 17-year-olds

This service will provide support for above age range, services will be staffed 24 hours of the day throughout the year, which will enable the service to support high risk young people. There will also be a provision for a female only placements. In addition, the number of hours of support will be a core and flexi for young people, meaning that they will receive a minimum number of hours of support as a baseline, as access more hours of support if needed.

Lot 3 – progression support for 17.5- & 21-year-olds

This service is similar to the above lot, however there will be more placements where the service will be staffed only during the day, therefore supporting young people with mixed support needs.

Lot 4 – Transition and move on

This service will be for young people with low support needs, there will be no staff presence during the day, with young people accessing support through a floating support service. This service will be the last step for a young person before they are moved onto general housing, where they no longer need to access the support from this service.

We are expecting Lot 1 to be delivered by one specialist provider. Lots 2 ,3 and 4 can be delivered by a mixture of qualified expert providers who will be included onto a framework for call off as and when referrals

are required. The Lots are to be delivered by a combination of providers The service is to be flexible with the intention to deliver a core specification and additional support and flexible support hours based on individual needs of young people. The providers will recognise that not all young people require the same levels of support. Individual support plans tailored to the young person will act as the key support plan throughout their journey in supported accommodation.

Key strategy and policy commitments

The key strategy which underpins this service is the following:

- Resources Page | Children and Families Partnership (childrenandfamiliestrust.co.uk)
  TH14to25YearOldsStrategy.pdf (childrenandfamiliestrust.co.uk)

Contracting Approach

The contracting approach will be finalised after completing the pre-sourcing activities which may include the analysis of the business need, market analysis / market engagement and development of the sourcing strategy. The procurement will be compliant with the Council's Procurement Procedures and The Public Contracts Regulations 2015 (as amended by the EU Exit Regulations 2020).

An open tender is the preferred procurement approach to reduce and barriers for potential providers to submit bids. The framework contract will be let out as a three plus one plus one (3+1+1), totalling five in years. This will provide stability for the market and service to be able to effectively deliver a service for our young people.

A pre-tender market engagement was held in late December 2021. Another pre-tender market engagement event will be held late January 2023 for potential providers with the intention of promoting the service and drum up interest for providers to submit a bid for the new service.

Community Benefits

Social Value will have 5% overall weighting in the tender evaluation process with the requirements being developed and defined during the preparation of the Tender Pack. This will include consideration of Social Value benefits that can reasonably be delivered within the proposed contract. Consideraton for Social Value benefits may include

- Economic elements Inc. employment (local recruitment and local apprenticeship), work experience placements, support for schools and young people, support for local and medium enterprises (SMEs).
- Social elements (resources for the community), Inc. professional development opportunities for community organisations, the provision of materials for use by organisations.

Contract Ref & Title	**HAC 5248- Asian Women's refuge, HAC 5249- Tower Hamlets Women's Refuge**		
Procurement Category:	Health & Care	Contract Duration & Extensions:	Contract Extension: 12 Months New Procurement: 3 + 1 + 1 = 5 Years
One-Time / Recurrent	Recurrent	Funding Source:	☒General Fund ☐Capital ☐ HRA ☐Grant ☐ Reserves ☐S106 ☐Revenue Generating
Cost Code	**HAC 5248** 10600.R5500.A0466 **HAC5249** 10600.R5500.A0466		
Value Total:	For Contract Extensions: **HAC 5248** £151,623 **HAC 5249** £140,693 For New Procurement: **HAC 5248** £847,143 **HAC 5249** £786,073	Statutory / Non-Statutory	Non Statutory
Value Per Annum:	**HAC 5248** £139,104 **HAC 5249** £129,076	Budget	**HAC 5248** £151,623 **HAC 5249** £140,693
Current annual value	**HAC 5248** £139,104 **HAC 5249** £129,076	Revised Annual Contract	Contract Extensions: **HAC 5248** £151,623 **HAC 5249** £140,693 New Procurement - Average Rate: **HAC 5248** £169,428 **HAC 5249** £157,214
Savings Annual Value	Not Applicable		

Summary of how savings will be achieved

The current providers have not received any price uplift since the contract was awarded in 2018. Therefore, with price inflation and our commitment to paying all staff under contract at least the London Living Wage we (LLW) we anticipate that the revised contract value for the extension period (1 April 2023- 31 March 2024) will need to increase by 9%.

Background

Tower Hamlets has two women's refuges in the Borough, one for generic support provision, and the other for women of Asian ethnicity, both of which support women and children who have been victims of domestic violence.

The Asian women's refuge (HAC 5248) is provided by Hestia Housing and Support and the generic women's refuge (HAC 5249) is provided by Look Ahead Housing and Care.

These contracts were previously funded through the Supporting People Programme and continue to be strategically relevant services; they are aligned to the Borough's Violence Against Women and Girls Strategy 2019-2024.

Authority to procure the contracts was originally agreed via Competition Board on 15 May 2017 following an abandoned tender earlier that year. Both contracts were originally awarded for a period of 3+1+1 years with a start date of 1 April 2018. Currently contracts are due to expire on 31 March 2023.

We are seeking permission to extend the current contracts by a further period of 12 months to 31 March 2024 to allow time for recommissioning and procurement activity. Work has already restarted, current providers have been sent enquiry letters and an indicative procurement plan is in progress. Refuges are a specialised service and market engagement may indicate limited low numbers of potential providers with suitable properties in the borough. Should this be the case, there is potential to complete the procurement activity earlier to achieve a December 2023 award of contract.

We are also seeking permission to undertake a new recommissioning and procurement exercise leading to the award new contracts for these two services to commence on 1 April 2024 for a period of 3+1+1 years.

Scope of Contracts

The purpose of these contracts is to provide accommodation-based support service for women and children survivors of domestic violence.

The services fit within the 2019-2024 Violence Against Women and Girls (VAWG) strategy and helps to deliver on one of the key strategic priorities, Support and Protection for Victims.

Contracting Approach

The contracting approach will be finalised after completing the pre-sourcing activities which may include the analysis of the business need, market analysis / market engagement and development of the sourcing strategy. There will also be an extensive period of coproduction with women who have accessed the service, the current service providers and other key stakeholders e.g., NHS, housing, substance misuse and other services supporting women experiencing domestic violence.

The procurement will be compliant with the Council's Procurement Procedures and The Public Contracts Regulations 2015 (as amended by the EU Exit Regulations 2020).

Community Benefits

Domestic Abuse victims are housed outside of the borough due to safety. Refuges in Tower Hamlets supported a total of:

- 93 women supported by both refugees in 2021-22
- 52% of which are Asian, 15% White
- Majority are aged between 26-34 years

Outcomes for service users were:

- **100%** supported to maximise their income and maintain their independent accommodation.
- **95%** supported to access services to improve their emotional and health wellbeing through workshops and initiatives
- **100%** have up to date support plans, risk assessments and crisis plans in place.
- **100%** of service users with complex needs have been supported to access specialist support services
- **94%** of school age children were supported to be in education

For the period of the extensions, these contracts will continue to support women and children who are vitctims of domestic violence, working with them to keep them safe and to rebuild their lives. This support is vital in maintaining community safety and cohesion as well as supporting their recovery both in terms of mental health and social support.

For the new contracts, Social Value will have 5% overall weighting in the tender evaluation process with the requirements being developed and defined during the preparation of the Tender Pack. This will include consideration of Social Value benefits that can reasonably be delivered within the proposed contract/s.

Contract Ref & Title	**HAC5303 Carers Link Service**		
Procurement Category:	Health & Care	Contract Duration & Extensions:	Extension of Existing Contract 4 months (1 December 2023 – 31 March 2024)
One-Time / Recurrent	Recurrent	Funding Source:	☐General Fund ☐Capital ☐ HRA ☒Grant ☐ Reserves ☐S106 ☐Revenue Generating
Cost Code	R5600 30106 A1875		
Value Total:	£198,402 (value of proposed four-month extension period)	Statutory / Non-Statutory	Statutory
Value Per Annum:	£595,206 (extension is four-month pro rata value of £198,402)	Budget	£595,206 (£198,402 budget value of proposed four-month extension period)
Current annual value	£595,206 per Year	Revised Annual Contract	£595,206 per Year
Savings Annual Value	Not applicable		

Summary of how savings will be achieved

No savings will be achieved for the proposed extension period

Background

The Council has a statutory duty to support unpaid carers caring for someone living in Tower Hamlets as stated in the Care Act 2014. An unpaid carer is anyone who looks after a family member, partner or friend who needs help because of their illness, frailty, disability, a mental health problem or an addiction and cannot cope without their support. Unpaid carers make an immense contribution to health and social care economy and to the Tower Hamlets community.

19,356 Tower Hamlets residents were recorded as carers through the 2011 Census. This represented 7.6% of the borough's population at that time. In line with the 22.1% population increase in the 2021 Census, it is projected there are over 23,600 carers in the borough. The impact of COVID-19 makes it likely that this figure will be significantly higher.

Scope of Contract

Following extensive co-production of the carers offer in the borough, the Carers Centre Tower Hamlets (The Carers Centre) was contracted to deliver the Carers Link service aimed at providing support to unpaid adult carers. The service supports, strengthens and sustains carers to continue in their caring roles and helps the council to enact its duties under the Care Act 2014 by providing:

- information and advice
- welfare and benefits advice
- advocacy
- carers needs assessments
- carers retreats and relaxation activities
- facilitation of peer support groups
- young adult carers (16-25 years old)
- education and training opportunities through the Carers Academy

The contract started on 1st December 2018 for an initial 36-month period until 30th November 2021. It has subsequently been extended up to 30 November 2023, the maximum extension period included in the contract. The contract is funded via the Better Care Fund grant.

Service Performance

The Carers Centre has performed well under difficult circumstances and have responded flexibly in the way that they provide support to carers. The COVID-19 pandemic had a significant impact on unpaid carers leading to more intensive support being required, as evidenced by Carers Assessments conducted by the Carers Centre. The pandemic also led to an increase in the number of people finding themselves in a caring role, meaning that an increasingly large number of brand-new carers have accessed support from the Carers Centre.

Throughout the pandemic, the Carers Centre adapted well to changing restrictions including by checking-in with registered carers and delivering sessions online. Since restrictions have eased, face-to-face sessions have been successfully reintroduced, including overnight retreats which are so valued by carers. Some virtual activities have been retained, including learning opportunities through the Carers Centre's Wellbeing Academy, providing flexibility to carers to help them manage their caring role.

Contracting Approach

This request seeks approval to extend the current contract for an additional four-month period, from 1 December 2023 – 31 March 2024, on the existing terms and conditions. The council has planned for extensive co-production with unpaid carers and practitioners, which will help shape and redesign the future carers offer and services in Tower Hamlets. This is due to commence in winter 2022 ahead of a full procurement and mobilisation for the new service which is planned from late Q2 2023.

It is in the best interest of the council and unpaid carers to approve this request in line with its statutory duty, as it:

- provides continuity of services for carers.
- reduces the risk of carer and cared for relationship breakdown.
- enables unpaid carers to actively participate in the co-production of the future carers offer.
- allows an appropriate contract mobilisation period due to the volume and complexity of the service.

Several key pieces of work needed to be completed by Tower Hamlets Together partners before we commenced the re-commissioning work, including the GP Care Group review of carers support, and the East London Foundation Trust Carers Strategy. In addition to this it was important to allow time for the analysis of the Survey of Adult Carers in England 2021/22, which provides important insights into the carer experience in Tower Hamlets, particularly as this was the first survey since the COVID-19 pandemic and it was important to better understand the impact and experience of unpaid carers and for this to feed into the next round of commissioning. It was important to wait for these pieces of work to be completed prior to the co-production work with residents started, to ensure it was informed, meaningful and reflected carer priorities across health and social care in Tower Hamlets.

The co-production sessions with residents are a key part of the redesign of the carers offer to ensure what we commission is what will have the biggest impact on improving the lives of unpaid carers. Co-production sessions mainly take place during the evenings to allow carers to manage their caring responsibilities and therefore the proposed four-month extension allows sufficient time for this work to take place and for the subsequent procurement and contract mobilisation to take place. It is not possible to do this by the existing contract end date. Aligning the contract end date with the end of the financial year also allows for better alignment with other early help contracts, which may be useful for any future alignment or commissioning of those services.

Community Benefits

The current community benefits will continue for the extension period, including a commitment to pay staff involved in service delivery the London Living Wage.

Contract Ref & Title	**HAC5314/5 Employment Support for Adults with a Learning Disability**		
Procurement Category:	Health & Care	Contract Duration & Extensions:	3 + 1 + 1 = 5 Years
One-Time / Recurrent	Recurrent	Funding Source:	☒General Fund ☐Capital ☐ HRA ☒Grant ☐ Reserves ☐S106 ☐Revenue Generating
Cost Code	R5600-30183-A0526		
Value Total:	£2,127,213 maximum for new contract.	Statutory / Non-Statutory	Statutory
Value Per Annum:	£362,209 year one (with 9% uplift on current contract value)	Budget	£328,697 per annum
Current annual value	The new contract will merge 2 current contracts: HAC5314 (£260,940) + HAC5315 (£98,362) = £359,302 per Year	Revised Annual Contract	£362,209 year one including uplift of 9% to meet LLW and inflationary pressures (and further uplifts year two onwards at assumed 5% average inflation). This equates to an average annual contract value of £425,443
Savings Annual Value	Not Applicable		

Summary of how savings will be achieved

Although no savings are to be achieved within the contract – this service promotes increased income for LBTH residents and improved wellbeing for a cohort of people with long-term statutory support needs. Increased independence and wellbeing results in less service dependence impacting on overall Council spend.

In addition, the borough has accessed additional funding from a Social Impact Bond for the last three years equating to £70k per annum for the contract linked to performance of the contract outcomes. This funding has been essential to delivering the outcomes set in the contract. We will seek to extend this relationship with the Mental Health Employment Partnership who provided this social finance, however, this is not guaranteed and the new contract may be required to deliver outcomes with a significant reduction in income.

Background

There are systemic and structural difficulties which people with a learning disability face in securing employment. Partnership working and the provision of individual vocation support can overcome these barriers as evidenced by the current contracts. The borough's two contracts for people with a learning disability are coming to the end of their 5-year term. The first contract (HAC5314) supports adults with a learning disability to get and keep real competitive jobs through employment placement and support. The second Contract (HAC5315) delivers the skills development and preparation that people with a learning disability need to enable them to obtain a job, this includes advice and information, training, volunteering, and work experience.

In addition to the systemic and structural difficulties which people with a learning disability face in securing employment, there can be complex individual requirements to develop work-readiness. These services require specialist provision, facilities and partnerships to access a range of business employment opportunities which

would be difficult for the Council to deliver. A competitive open tender remains the optimal option for delivering high quality specialist employment support and skills provision.

The Key performance indicators for HAC5314 pertain to number of individuals who are supported to start a new job and the number of individuals who are supported to sustain that job. HAC5315's performance indicators are based on the number of individuals that receive employment skills training per annum. The key targets are:

- 28 job starts per annum
- 22 job sustains per annum
- 55 employment skills packages delivered

The service was significantly challenged in achieving its targets throughout the pandemic due to the lock-down and subsequent closure of businesses, however it has since recovered and is expected to meet or exceed its annual targets. Quarter 2 saw 14 individuals start new jobs and 13 people supported to sustain these jobs beyond 13 weeks. The Employment Skills contract saw 29 new starters and 45 people in total in quarter 3 who are being supported to develop employment skills.

A more detailed briefing is available if required.

The inflationary uplift has been modelled using the recent increase to the London Living Wage (LLW) of 8.14% from April 2023 and will enable us to meet the Council's Commitment to LLW. The calculated total contract value over the life of the new contract period, will be the maximum amount that may be considered following a decision to procure. The final value will be determined through a process of negotiation and in full understanding of evidenced-based cost pressures prior to any agreement, and confirmation of annual increases to LLW for year two onwards. All inflationary and LLW pressures for the contract will be funded via Corporate Inflationary uplift funding which is identified and transferred at the start of each financial year.

Scope of Contract

The new contract will enable people with a learning disability to prepare for and gain employment. The existing contracts HAC5314 and HAC5315 were previously delivered by two different providers and so were tendered separately. As they are currently delivered by the same provider this is our opportunity to formalise the integration of the two services and retender them as one contract. The new contract will maintain the current payment model of block payments and payments by results to ensure value-for-money and an outcome-focused service.

The retendering of this contract supports the delivery of Living Well in Tower Hamlets: The Adult Learning Disability Strategy which sets out several outcomes and improvements that people with Learning Disability said were important to them. It identified getting a job as a key priority. The Tower Hamlets SEND Strategy also identified the need to increase aspirations and employment for people with a learning disability. Nationally we report our performance against the Adult Social Care Outcomes Framework for the proportion of adults with a learning disability in paid employment. This contract is our main tool for improvement and delivery in this area.

Contracting Approach

The procurement will be compliant with the Council's Procurement Procedures and The Public Contracts Regulations 2015 (as amended by the EU Exit Regulations 2020).

The contracting approach will be finalised after completing the pre-sourcing activities which may include the analysis of the business need, market analysis / market engagement and development of the sourcing strategy. However, the procurement stages are expected to follow these draft timelines:

Design and Preparation – January/February
Live Tender – March
Tender Evaluation April/May
Mobilisation – June to September

Community Benefits

Social Value will have 5% overall weighting in the tender evaluation process with the requirements being developed and defined during the preparation of the Tender Pack. This will include consideration of Social Value

benefits that can reasonably be delivered within the proposed contract. Examples which Suppliers may be asked to meet targets around the areas are listed below.

- Funding, contribution and attendance at a minimum of 2 local job fair per annum.
- Commitment to local apprenticeships, trainees, volunteers and graduates that will be employed annually throughout the lifetime of the contract. This should include opportunities for career progression for 2 local people employed within the contract.
- Percentage of agency staff that will be recruited via local recruitment agencies in Tower Hamlets
- Percentage of vacancies within the service that will be recruited from the local community.
- Number of support programme placements organisation will be able to provide to assist people with Learning Disabilities; Physical Disabilities or Mental Health problems get into paid employment.
- Details of any programmes, placements or opportunities organisation will be able to offer to Assist unemployed people back into work

Contract Ref & Title	**HAC5751 Independent Mental Health Advocacy**		
Procurement Category:	Health & Care	Contract Duration & Extensions:	Existing Contract Extension 9.04 -month extension New Procurement Contract 3 + 1 + 1 = 5 Years
One-Time / Recurrent	Recurrent	Funding Source:	☒General Fund ☐Capital ☐ HRA ☐Grant ☐ Reserves ☐S106 ☐Revenue Generating
Cost Code	R5600-33201-A2103		
Value Total:	Contract Extension £176,416 New Procurement £1,572,686	Statutory / Non-Statutory	Statutory
Value Per Annum:	£236,325 year one	Budget	£236,325
Current annual value	£216,812	Revised Annual Contract	Contract Extension£234,157 New Procurement Average Cost over 5 Years £314,537 which includes an uplift for assessment for LLW and inflationary pressures in future years
Savings Annual Value	Not Applicable		

Summary of how savings will be achieved

This contract has delivered £70,000 direct savings to the local authority achieved in 2020- 2021.
Additional value of money will be achieved through specification remodelling to enable the IMHA service to meet increasing demands and continue to deliver a high-quality statutory advocacy support.

Background

The Independent Mental Health Advocacy contract expired on 31/03/2022. A 12-month extension was sought via the contracts forward plan in Q1 21/22 to extend 31/03/2023, to allow for a procurement exercise. The basis in which the extensions were sought, were due to resourcing pressures within Commissioning and Procurement which has limited the portfolio of services that could be re-procured at the time and therefore the mental health accommodation services were prioritised for re-procurement. This Appendix 1 follows on from the submissions within the Quarter 1 21/22 Contracts Forward Plan which resulted in a contract end date of 31st March 2023.

A further contract extension is now being sought due to the volume of concurrent procurements requiring competitive public tenders across the Councils Adults, Health and Communities directorate and this Appendix 1 is being represented in Q3 Contracts forward plan for Cabinet consideration and approval.

There is work ongoing to procure a new contract through an open process. A 9-month contract extension is requested (from 01/04/23 to 31/12/23) to enable this procurement process to take place allowing for a minimum necessary transition and mobilisation period. Whilst a 9-month extension period is being sought, the contract award will take place as soon as is possible and only the required extension period will be utilised.

The independent mental health advocacy service provides advocacy to residents, typically hospitalised under the mental health act either currently or historically to increase awareness of and exercise their rights under the mental health act and the care act as applicable.

Scope of Contract

The London Borough of Tower Hamlets (LBTH) in partnership with the North East London Integrated Care Board (NELICB) require a high quality, Independent Mental Health Advocacy (IMHA) service to meet the councils statutory duties under section 43 of the health and social care act 2012: to make arrangements to enable 'independent mental health advocates' to be available to support qualifying patients in accordance with section 130A of the Mental Health Act (as amended), deliver care act advocacy and a non-statutory inclusive mental health advocacy service (MHAS) for people with mental ill-health in Tower Hamlets.

This involves supporting qualifying patients to obtain information to better understand and be represented in:

- Their rights under the Mental Health Act and how they can be exercised.
- The rights which other people (e.g. nearest relatives) have in relation to them under the Act.
- The particular parts of the Act which apply to them (e.g. the basis on which they are detained) and which therefore make them eligible for advocacy.
- Any conditions or restrictions to which they are subject (e.g. as a condition of leave of absence from hospital, as a condition of a community treatment order, or as a condition of conditional discharge)
- Any medical treatment that they are receiving or might be given, the reasons for that treatment (or proposed treatment), the legal authority for providing that treatment, and the safeguards and other requirements of the Act which would apply to that treatment.
- The requirements of the Act which apply, or would apply, in connection with the giving of the treatment.
- Their rights under the Care Act 2014.

This contract will help achieve the Tower Hamlets Health and Well-being Board's vision for improving outcomes for people with mental health problems in the borough. Outcomes for these services will demonstrate the 6 shared objectives of the strategy which are: -

1. More people will have good mental health
2. More people with mental health problems will recover
3. More people with mental health problem will have good physical health
4. More people will have a positive experience of care and support
5. Fewer people will suffer avoidable harm
6. Fewer people will experience stigma and discrimination.

The Advocacy Service has demonstrated it plays a critical role in enabling people with mental health problems to maximise independence and minimise long term dependence by focusing on their abilities and increasing their control to make appropriate decisions in their treatment and care arrangements. The Service, therefore, helps to address the wider agenda on health inequalities and will provide support and help to people eligible for an advocacy service. The service will primarily benefit service users through the provision of structured person advocacy to enable them to navigate mainstream health care.

Contracting Approach

A contract extension is being requested to allow for sufficient time to progress procurement.

The contracting approach will be finalised after completing the pre-sourcing activities which may include the analysis of the business need, market analysis / market engagement and development of the sourcing strategy. The procurement will be compliant with the Council's Procurement Procedures and The Public Contracts Regulations 2015 (as amended by the EU Exit Regulations 2020).

The procurement timeframe is as follows.

Tender phase	**Expected completion**
Design and preparation	June 2023
Close of tender	July 2023
Contract award	August 2023
New contract start	January 2024

The inflationary uplift has been modelled on the recent increase to LLW. The annual contract value illustrates the maximum value that may be considered following a decision to procure. The final value will be determined through a process of negotiation and in full understanding of evidenced associated cost pressures prior to any agreement.

Community Benefits

The current community benefits will continue for the exisiting contract extension period.

The future procurement will include Social Value with a 5% overall weighting in the tender evaluation process with the requirements being developed and defined during the preparation of the Tender Pack. This will include consideration of Social Value benefits that can reasonably be delivered within the proposed contract which may include examples listed .

In line with the Council's policy, the selected service providers will be asked to include in their policies a commitment to:

- Ensuring accessibility for all eligible service users with due respect to their culture and religion
- Ensuring acceptance by local community leaders and that they are fully informed about our services and supportive of them
- Employing people with mental health problems in their service;
- Employing Tower Hamlets residents in their service

Suppliers may be required to outline their community benefit commitment which will be measured and monitored throughout the lifetime of this contract. Suppliers will be asked to meet targets around the areas listed below.

- Funding, contribution and attendance at a minimum of 1 local job fair per annum.
- Commitment to local apprenticeships, trainees, volunteers and graduates that will be employed annually throughout the lifetime of the contract. This should include opportunities for career progression for local people employed within the contract.
- Percentage of agency staff that will be recruited via local recruitment agencies in Tower Hamlets
- Percentage of vacancies within the service that will be recruited from the local community.
- Number of support programme placements organisation will be able to provide to assist people with Learning Disabilities; Physical Disabilities or Mental Health problems get into paid employment.
- Details of any programmes, placements or opportunities organisation will be able to offer to Assist unemployed people back into work

Contract Ref & Title	**R5765 – Purchasing IT Support & Maintenance for the Planning & Building Control Application.**		
Procurement Category:	Corporate Services	Contract Duration & Extensions:	2 + 1 + 1 = 4 Years
One-Time / Recurrent	Recurrent	Funding Source:	☒General Fund ☐Capital ☐ HRA ☐Grant ☐ Reserves ☐S106 ☐Revenue Generating
Cost Code	23899		
Value Total:	£384,716	Statutory / Non-Statutory	Statutory
Value Per Annum:	£80,143	Budget	£80,143 (FY 23/24)
Current annual value	£71,365	Revised Annual Contract	Year 1 – £80,143 Year 2 – £90,000 Year 3 – £101,071 Year 4 – £113,502 (based on 12.3% indexation)
Savings Annual Value	(See summary below)		

Summary of how savings will be achieved

A project has been initiated to run a procurement tender related to the Planning & Building Control Services core IT System in the open market. Any savings will be delivered by the tendering process and implementation of a modern Planning & Building Control system.

Scope of Contract

This proposal is seeking approval to re-purchase support and maintenance of the existing Acolaid application provided by Idox Software Ltd. The contract will be for an initial 2 years, with an option to extend for two consecutive 1 year periods (2+1+1). This re-purchasing is required to allow procurement and implementation of a new Planning & Building Control system in an open procurement tender led by the service. The 1+1 extension option is necessary to migrate any risk of project overrun associated with this complex migration to a new system.

Without this re-purchase, the Council will not have a licensed and supported IT system to process planning and building control applications from residents and developers. An alternative would be to have a manual paper-based system for processing applications, which is not practicable and would create a backlog of applications, with greater time and effort required to assess any building or site development work. Ultimately leading to, a failure in its statutory duties of processing planning applications, as well as the health and safety duties associated with it.

This business-critical Planning & Building Control application is due to expire in the next 5 months

Contracting Approach

The contracting approach will be finalised after completing the pre-sourcing activities which may include the analysis of the business need, market analysis / market engagement and development of the sourcing strategy. The procurement will be compliant with the Council's Procurement Procedures and The Public Contracts Regulations 2015 (as amended by the EU Exit Regulations 2020). Where possible an existing IT Framework solution will be utilised via a compliant Call-Off Contract arrangement – as an example the Crown Commercial Service, Data and Application Solutions, RM3821 framework.

Where it is not possible to utilise an existing compliant procurement route, the Service is seeking approval to waive the Council's Financial Regulations and the Public Contract Regulations to enter into a new contract directly with the Vendor.

Community Benefits

Social Value will have 5% overall weighting in the tender evaluation process with the requirements being developed and defined during the preparation of the Tender Pack. This will include consideration of Social Value benefits that can reasonably be delivered within the proposed contract.

Where the direct award option applies the Council Officers will seek to secure Social Value benefits within the new contract. This will include consideration of Social Value benefits that can reasonably be delivered within the proposed contract.

Contract Ref & Title	**R5826 Housing and Benefits System (NEC) Enhancements & Consolidation of Smaller Applications - Variation**		
Procurement Category:	Corporate Services	Contract Duration & Extensions:	Existing Contract 3 Years (01/4/22- 31/03/25)
One-Time / Recurrent	Recurrent	Funding Source:	☒General Fund ☐Capital ☐ HRA ☐Grant ☐ Reserves ☐S106 ☐Revenue Generating
Cost Code	Revenue (23899)		
Value Total:	Variation Value £703,332	Statutory / Non-Statutory	Statutory
Value Per Annum:	Proposed Expenditure 23/24 - **£663,953** (yr 2) 24/25 - **£1,031,361** (yr 3) Existing Budget 23/24 - **£495,991** (yr 2)	Budget	Existing Annual Budget £495,991 per annum
Current annual value	**£495,991** p.a.	Revised Annual Contract	Variation Costs 23/24 - **£167,962** (yr 2) 24/25 - **£535,370** (yr 3) Total - **£703,332**
Savings Annual Value	(See summary below)		

Summary of how savings will be achieved

The proposed purchases anticipate a cost reduction and not direct cashable savings. These cost reductions are both financial and non-financial. It includes:

a. Leveraging specific discounts on purchases that are been offered by the current supplier. The potential discount on offer is £36K on licensing and £12K, over 2 years, on support and maintenance fees. This totals to £48K.
b. Prevention of penalties or loss of income to the Council due to our inability to meet stated service levels for assisting residents or producing homelessness data. On the latter for example, we could lose £1.2 million in homelessness funding.
c. Prevention of penalties for failing to comply with the requirements of the Building Safety Act, which extends the relevant existing criminal offence provisions in the Building Act 1984, with penalties of 2 years imprisonment and/or an unlimited fines, and, in certain circumstances, extending criminal liability for an offence committed by a body corporate to its directors, officers or managers. due to there being no current case law although fines can be unlimited there is no indication of amounts
d. Interface testing durations (and associated person hours cost) from 2 months elapsed to less than five days.

Scope of Contract

On 08 September 2021, Cabinet approved an estimated spend of **£1,487,974**, over three years, for the housing and benefits system. The estimated value per year was **£495,991**. This cost covered the supplier (NEC) to support and maintain the system, including licenses, support, maintenance and hosting. This report is seeking further expenditure approval (**£703k**) for the NEC system. The cost is to cover the additional scope and expenditure on the current contract which runs from 01/04/2022 to 31/03/2025. This undertaking will:

- significantly overhaul and future proof the LBTH Housing Options service
- undertake the replacement of the THH Keystone application and
- in doing so replace the following five legacy contracts shown in the table below with their current budgets:

Legacy Contracts:

Area	Application	23/24 budget	24/25 budget
THH	Keystone		£36,541
THH	Advance		£36,198
THH	Advance Hosting		£16,879
	Sub-total		**£89,618**
Housing Options	Novalet	£32,000	£32,000
Housing Options	Jigsaw	£30,000	£30,000
Housing Options	CDPSoft	£9,000	£9,000
	Sub-total	**£71,000**	**£71,000**
	Total by Year	**£71,000**	**£160,618**
	Grand Total	***£231,7618***	

Housing Options (HO) Overhaul Approach

- **FY23/24** - NEC licence, support & maintenance, subscription, consultancy and project management fees = **£167,962**, funded by IT Capital Cost Code
- **FY24/25** - NEC Annual On-costs = **£51,564**, to be offset by Housing Options legacy applications budget shown above totalling **£71,000.** This results in a surplus of **£19,436** which will be used to offset the THH Keystone replacement delta.

THH Keystone Replacement Approach

- **FY23/24** - no change, THH will persist with legacy system
- **FY24/25** - NEC licence, support & maintenance, subscription, consultancy and project management fees = **£485,363**, to be funded by IT Capital Cost Code.
- **FY25/26** - NEC Annual On-costs = **£109,488**, will be partly offset by THH legacy applications shown above totalling **£89,618**. This results in a delta of -**£18,313,** less the **£19,463** HO surplus accommodates the NEC on-costs, post implementation.
  *__Note__ - the FY25/26 costs are for illustration purposes only and are not part of this approval.

In summary, an expenditure approval is being sought totalling **£703k** over two 2 years (FY23/24 and 24/25) with NEC in addition to the current commitment. This cost covers the implementations, as well as annual support and maintenance. The new purchases will enable the current services to be more efficient and effective, as it will remove dependency on disjointed smaller systems both in the Council and THH, and duplicate entry of data.

Additionally, it aligns with the strategic IT direction of streamlining systems and having a single data hub for better record management and reporting. The new purchase will cover the requirements of Tower Hamlets Homes and Housing Options Service. It will provide opportunities for both services to be more joined up and aligned by using a single IT Housing System.

This proposal consolidates the management of the current housing and benefits system, provided by NEC, enabling LBTH to fulfil a joined-up services across the Council's housing stock. Transitioning from a current state in which housing options and THH housing asset management spans Civica and NEC systems to manages information in a single system.

Contracting Approach

The current with the NEC for the provision will be varied to include the additional services. This variation will add **£703k** to the value of the contract. The current full 3-year value of the contract is **£1,489k**. After the variation the full value will be **£2,192k**. The contract was a call off from the Crown Commercial Services Data and Applications Solutions Framework. The contract allows for variations with the limit under the Public Contract Regulations being 50% of the original contract value. Before the expiry of the contract term, the provision of a new contract will be required.

Community Benefits

The vendor management function for this contract will discuss the social value offering the supplier potential could provide. The commitments that come out from the discussion will be monitored at the contract review meeting, to ensure it is met.

Contract Ref & Title	**R5868 Zellis ResourceLink HCM Cloud Upgrade**		
Procurement Category:	Corporate	Contract Duration & Extensions:	3 + 1 + 1 = 5 Years
One-Time / Recurrent	Recurrent	Funding Source:	☐Capital ☐On Going ☐ HRA ☐Grant ☒General Fund ☐S106 ☐ Reserves
Value Total:	£1,590,000		
Value Per Annum:	£318,000	Statutory / Non-Statutory	Statutory
Cost Code	23899	Budget	£1.590m
Current annual value	£241,000 per Year	Revised Annual Contract	£318,000 per Year
Savings Annual Value	Not Applicable		

Summary of how savings will be achieved

This project and proposed system upgrade seek to transform and enhance current HR and Payroll related activities and processes to 4,000 employees and 4,000 School employees. Funding for the additional annual service charge has been approved and once implemented the system upgrade will enable significant / service process transformation and the removal the costs associated with the printing and manual distribution of circa 5,000 employees who are currently unable to access their online HR and Payroll records.

Whilst the existing version of ResourceLink can be considered to deliver standard HR and Payroll functionality there are considerable limitations including a lack of remote access via smart phones and limited employee self-service.

Scope of Contract

This contract is for the upgrade of the existing Zellis ResourceLink HR and Payroll system to the latest Human Capital Management (HCM) Cloud based version. This upgrade is pivotal in supporting current activity to transform existing HR and Payroll processes, whilst also providing a significantly enhanced experience to all employees through the enabling of HR Self Service functionality remotely through smart phone devices.

The key improvements delivered by this upgrade which support the service outcomes are:

- Agile Payroll functionality that optimises ResourceLink performance when processing changes during each pay cycle. Replacing a number of current manual payroll processing tasks with automation.
- Streamlining Management Information (MI) reporting through the use of ResourceLink Reporting Service and PowerBi proving best in class reporting and analytics.
- MyViewApp which provides all employees with 24/7 access and the ability to update their personal data directly via remote devices / Smart Phones.
- MyPayPro which provides all employees access to interactive payslips and frequently asked questions. Removing the need to manually produce and distribute circa 5,000 payslips each month.
- New SPI Based system connectors standardise and streamline data synchronisation between ResourceLink and other solutions, including the Alvius Applicant Tracking System.

Contracting Approach

The current contract with Zellis for the existing version of ResourceLink expires in June 2023, however there is a current option to extend by a further two years until June 2025. This contract extension option will not be used.

In order to secure the most advantageous commercial terms, this report seeks approval to waive the Council's Financial Regulations and the Public Contract Regulations to enter into a new five year contract with Zellis for the supply of the HCM Cloud version of ResourceLink. This timeframe supports the ongoing journey of transformation to HR and Payroll processes whilst also aligning with the timetable for ongoing consideration regarding the future implementation of an Enterprise Resource Planning system (ERP), which brings together Finance, HR and Payroll functions into one system.

It is proposed that the Council will make a direct award for this contract. Prior to the award being finalised, the Council will post a Voluntary Ex-Ante Transparency Notice (VEAT).

Community Benefits

The Council Officers will seek to secure Social Value benefits within the new contract. This will include consideration of Social Value benefits that can reasonably be delivered within the proposed contract.

Contract Ref & Title	**R5872 Purchasing IT Support & Maintenance for the Idea Store Learning**		
Procurement Category:	Corporate Services	Contract Duration &	3 + 1 + 1 = 5 Years
One-Time / Recurrent	Recurrent	Funding Source:	☒General Fund ☐Capital ☐ HRA ☐Grant ☐ Reserves ☐S106 ☐Revenue Generating
Cost Code	23899		
Value Total:	£441,680	Statutory / Non-Statutory	Statutory
Value Per Annum:	£60,726	Budget	£60,726 (FY 23/24)
Current annual value	£54,075	Revised Annual Contract	Average Annual Cost = £88,336 (based on 12.3% indexation)
Savings Annual Value	Not Applicable		

Summary of how savings will be achieved

This is a repurchasing of a support and maintenance contract for an Idea Stores line of business system. The intention is, as part of the early supplier engagement, to negotiate further discounts on costs with the supplier.

Scope of Contract

In 2018, the contract was awarded to Tribal Education Ltd to provide the EBS application to manage enrolment, attendance, and funding for the Idea Store learners. EBS is considered a best-of-breed application with only a small number of niche suppliers that satisfy the required specification. It is therefore recommended that; the Idea Store Service continue with the EBS arrangement under new teams.

The GLA Adult Education Budget provides £2.5 million of funding to the Idea Stores per year to deliver all curriculum provision. This is all managed and monitored through the Tribal EBS system. Without the system or equivalent system, all this funding may be lost. In addition, the system also collates and produces monthly funding returns in the format required to upload to the GLA Ops website.

The current Tribal EBS contract ends in May 2023 and to date considerable investment has been made in the system in terms of implementation, training staff and building system interfaces to make the service more responsive, efficient and joined-up.

It is noted that valuable service that the Idea Stores provide, via this application, aligns with the Strategic Plan priorities 3,4 and 5:

- Priority 3: Accelerate Education
- Priority 4: Boost culture, business, jobs and leisure
- Priority 5: Invest in public services

In addition, the ESOL provision is also part of the new Mayor's pledge, and this is delivered and monitored through the EBS system.

This business-critical Idea Store application is due to expire in the next 2 months.

Contracting Approach

The contracting approach will be finalised after completing the pre-sourcing activities which may include the analysis of the business need, market analysis / market engagement and development of the sourcing strategy. The procurement will be compliant with the Council's Procurement Procedures and The Public

Contracts Regulations 2015 (as amended by the EU Exit Regulations 2020). This may include investigation of a Direct Award facility under the Crown Commercial Services Data and Applications Solution Framework reference RM3821 or another appropriate Framework.

Where it is not possible to utilise an existing compliant procurement route, the Service is seeking approval to waive the Council's Financial Regulations and the Public Contract Regulations to enter into a new contract directly with the Vendor.

Community Benefits

The Council Officers will seek to secure Social Value benefits within the new contract. This will include consideration of Social Value benefits that can reasonably be delivered within the proposed contract.

Contract Ref & Title	**R5873 – Renewal Data Centre and Network Services (Colt)**		
Procurement Category:	Corporate Services	Contract Duration &	3 + 1 +1 = 5 Years
One-Time / Recurrent	Recurrent	Funding Source:	☒General Fund ☐Capital ☐ HRA ☐Grant ☐ Reserves ☐S106 ☐Revenue Generating
Cost Code	23899		
Value Total:	£569,215	Statutory / Non-Statutory	Statutory
Value Per Annum:	Average Per Annum £113,843	Budget	£85,000 p.a.
Current annual value	£80,000 p.a.	Revised Annual Contract	Average Annual Cost £113,843 (based on 12% indexation)
Savings Annual Value	No direct savings planned		

Summary of how savings will be achieved

During the current contract, circa £14k per annum worth of circuits have been ceased as the network reengineering work has progressed. It is anticipated by the end of the proposed contract term the entire Colt provision will have been decommissioned and moved to a cloud-based provision, as per the IT strategic direction. This will be done as a phased approach aligned with the network reengineering timeline.

Scope of Contract

In April 2021, the Council successfully novated the data centre and connectivity services provided by Colt Technology Services from the then outsourced ICT provider (Agilisys). At the time, there were two physical data centres. As part of the network reengineering work the main data centre in Welwyn Garden City was decommissioned. Since then, further rationalisation work has been completed and continues.

The data centre at PowerGate in Acton is an essential element of the Councils IT underlying infrastructure. This facility is required for a longer period, to allow the existing IT services to be migrated to a cloud-based solution. This proposal is seeking authorisation to renew the PowerGate data centre and the associated circuits whilst the network reengineering work completes.

Without the facility, the risk to the Council is:

- no of public access internet in the Idea Store, including web filtering
- no of corporate Wi-Fi
- no remote monitoring of environmental, fire and security systems on council sites
- no onsite access of mission-critical web-based applications

Contracting Approach

This essential data centre facility contract is due to expire in the next 5 months. The intent is to recontract with the existing Vendor directly whist the network reengineering work concludes and builds in a break clause after year 3 to support an early migration away from the PowerGate datacentre facility. The Service is seeking to waive the Council's Financial Regulations and Public Contract Regulations to enter into a new contract directly

with the Vendor. The Service will justify this approach within the Notices that must be issued under the Public Contract Regulations.

Community Benefits

The Council Officers will seek to secure Social Value benefits within the new contract. This will include consideration of Social Value benefits that can reasonably be delivered within the proposed contract.

Contract Ref & Title	**Pay360 (AIMS) - Approval for Transactional Spend**		
Procurement Category:	Corporate Services	Contract Duration &	3 + 1 + 1 +1 +1 = 7 Years
One-Time / Recurrent	Recurrent	Funding Source:	☒General Fund ☐Capital ☐ HRA ☐Grant ☐ Reserves ☐S106 ☐Revenue Generating
Cost Code	23455		
Value Total:	£5.01m	Statutory / Non-Statutory	Non Statutory
Value Per Annum:	£715k	Budget	***£557,500*** (additional growth bid submitted to reflect increase in transactions)
Current annual value	**£715k**	Revised Annual Contract	£715k
Savings Annual Value	None		

Summary of how savings will be achieved

Not Applicable

Scope of Contract

The procurement and the direct award of contract to the current supplier for the support and maintenance of the system was agreed by Cabinet on 28th September 2022 as a 7-year contract (3 years with two 2-year extension periods). Unfortunately the costs related to the processing of transactions through the payment system were not included in this request to Cabinet, so this request is to cover the associated costs for the handling of payments omitted from the previous submission. The system currently deals with approx. 1.5 million transactions per year valued at over £6 billion. As the tax base increases the number of payments received by the council are likely to rise in future years.

Contracting Approach

The contract approach for the support and maintenance was agreed through a direct award, the authorisation now sought is for the transactional costs that are a result of use of the system by those making payments to the Council.

Community Benefits

The Council Officers will seek to secure Social Value benefits within the new contract. This will include consideration of the Social Value benefits that can reasonably be delivered within the proposed contract.

Note - the use of a secure payment handling portal may assist residents to complete financial transactions with the Council in a safe and secure environment. The system allows the Council to offer a number of payment options such as online, pin machine and telephone payments which provides flexibility for residents.

Contract Ref & Title	**THH5821 - Mechanical and Electrical Installations Framework**		
Procurement Category:	Construction and FM	Contract Duration & Extensions:	4 years
One-Time / Recurrent	Recurrent	Funding Source:	☒Capital ☐On Going ☐ HRA ☐Grant ☐General Fund ☐S106 ☐ Reserves
Value Total:	£14,640,000		
Value P/A:	£3.65M	Statutory / Non-Statutory	Non Statutory
Cost Code	19205	Budget	Y1= £3,608M; Y2 = £3,648M; Y3 = £3,704; Y4 = £3,681M; Total = £14.640m
Current value	£3.3M	Revised Annual Contract	£3.65M
Savings Annual Value	Not Applicable		

Summary of how savings will be achieved

Mechanical and electrical installations are funded from capital budgets agreed annually with the council. Capital investment is planned according to the requirements of the stock. By investing in the renewal of these installations, it is anticipated there will be an indirect saving made on the servicing, repairs and maintenance of these assets over the coming years.

Setting up the framework will enable the Council to obtain best VFM throughout the 4-year framework term and thus ensure allocated annual budgets are spent most efficiently.

Scope of Contract

The purpose of setting up this framework is to have a range of contractors available to deliver the 2023-2027 electrical and mechanical installations programme, as identified by the lifetime cycle of assets.

The council currently has two contracts in place for these programmes, due to expire in Jan 2023 and June 2023 respectively, so this framework will serve as a replacement for these contracts.

The contract will include a full and comprehensive installation service, including:

Lot1

- Installation of lateral mains and remedial electrical works
- Installation of emergency lighting
- Installation of domestic electrical installations
- Installation of fire safety equipment

Lot2

- Installations of communal gas boilers
- Installation of domestic boiler installations
- Installation of boosted water systems and tanks

Contracting Approach

A publicly advertised competitive process (Restricted Procedure under the Public Contracts Regulations 2015) will be followed to set-up a framework of suppliers. This means any supplier will be able to compete for this requirement. Proven track record of delivery of similar contracts will be required at the first stage of the procurement process (the SQ stage) to ensure only suitably qualified and capable suppliers progress to the

tender stage. Financial standing and compliance with Council's policies (such as Equality and Diversity, London Living Wage, Modern Slavery, etc.) will all form part of the evaluation process.

The framework will be split into two lots, with 3 suppliers appointed to each of the lots. This will ensure the council will have access to sufficient supplier capacity to deliver the programme. It will also provide a back-up solution in case of performance or supplier viability issues. Given the challenges and the current volatility of the marketplace, it is deemed prudent to set up a multiple-supplier framework.

Bespoke framework operating rules will be designed to provide flexibility with direct award and mini competition both available to use to place orders / issue works under the framework. Direct awards will only be placed if the following criteria can be met:

a) All work is covered by published rates and direct award is made to the highest ranked provider or,
b) All work is covered by published rates and given the nature of the requirement the top ranked provider is not the cheapest and therefore a direct award is made to the cheapest provider or,
c) An order is required in relation to a project which a specific provider is involved in either under an order via the framework or via another procurement route and the circumstances are either - a matter of public safety or, there are exclusivity rights over the site or where a change in provider cannot be made due to economic reasons etc.

In all other circumstances, a mini competition will be undertaken where all existing framework providers (for that particular Lot) will be invited to submit a proposal for the requirement. In this situation, submissions will be evaluated, and an order placed with the highest scoring provider for that specific requirement.

The Council will be the contracting entity for these contracts/ framework arrangements so there will be no need for a novation should THH be taken back in-house.

Community Benefits

Delivery of community benefits will be a requirement of this framework. The council's standard Social Value matrix will be used to secure these. It will include local recruitment, apprenticeships, local supply chain, software packages and licences, event sponsorship, etc.

Contract Ref & Title	**CLC 4371 Lot 1,2,3 & 4 Highways and Street Lighting Works Contract**		
Procurement Category:	Construction & FM	Contract Duration & Extensions:	3 Months Contract Extension
One-Time / Recurrent	Recurrent	Funding Source:	☒General Fund ☒Capital ☐ HRA ☐Grant ☐ Reserves ☒S106 ☐Revenue Generating
Cost Code	53040 53383 53143 53399 53144 53303 53330 70752		
Value Total:	£2m	Statutory / Non-Statutory	Statutory
Value Per Annum:	12.1m	Budget	£8.5 M excluding Section 106
Current annual value	£12.1 per Year	Revised Annual Contract	£12.1 per Year
Savings Annual Value	Not Applicable		

Summary of how savings will be achieved

The contract extension will not deliver savings

Background

The highways maintenance contract includes the provision of the civil engineering works for Highways Maintenance Operations Surfacing and Traffic and Transport Service Schemes. This will be for all planned highways capital maintenance works, reactive, Cyclic inspections repairs, bridge, and pipe subway maintenance.

Scope of Contract

It is proposed to extend the existing contract for highways maintenance for a period of up to 3months beyond the current end date of 31.3.23, until 30th of June 2023. The extension period will be used to complete procurement of a new term service contract, whilst maintaining existing service provision. The proposed extension is in line with Regulation 72 of the Public Contracts Regulations 2015.

Highways maintenance services are currently procured through a call-off contract CLC 4371, this would expire at the end of March 2023. The council must have in place arrangements to enable the Council to continue to deliver this statutory provision.

The officers are working on a new contract that was due to be completed by the end of March 2023. As usual for a contract of such a scale and complexity there is a lengthy procurement process. The programme has been delayed for 3 months due to lack of resources to answer bidders queries on timely manner, clarifications related to TUPE transfer and also a number of requests have been received from potential bidders to extend the bidding time, which is now extended for 4 weeks in accordance with procurement and legal advice.

Revised timetable is as below:

Tender received – 6th of January 2023

Tender evaluation – 9th – 30th of January 2023

Cabinet approval – Feb 2023

Contract award – Mar 2023

Mobilisation period – 1st of April – 30th of June 2023.

Start date of a new contract – 1st of July 2023.

As the Highway Authority, Tower Hamlets Council has responsibilities for the borough public highway network, which includes roads, footways, footpaths, highways structures and bridges, street lighting, highways drainage, road markings and signage, among its many highways assets. The Councils statutory obligations under this Authority include a duty under section 41 of the Highways Act 1980 to maintain the highway in a safe condition. This duty will be discharged via existing Highways Contract until 30th of June 2023.

Contracting Approach

The proposal is to extend the existing contract provisions with the obligations remaining the same to both Parties of the Contract

Community Benefits

The exisiting Service Provider will be expected to maintain the Social Value benefits contained within their contracts over the period of the Contract Extension.

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London Borough of Tower Hamlets
Procurement Cabinet Forward Plan 2022-2027
Recurring contracts over £1,000,000

Contract Ref	Title	Contract Start Dat	Contract Expiry Dat	Cont. Duratic	Total value	Division	Remarks
AHS5145	Tower Hamlets Campbell Road Young People's Support Service	01/11/17	31/07/23	175	£1,771,895.00	CS	Q2 Cabinet Report to extend
AHS5037	Independent Living Community Support (ILCS)	18/07/17	17/01/23	167	£2,749,106.00	HAC	Service to seek contract extension
P5646	Further Competition Vehicle Lease and Flexible Rental Solutions	01/03/20	28/02/23	91	£3,000,000.00	PL	Service to co-ordinate with fleet electricication
AHS5144	Supported accommodation for adults with learning disability - Old Ford Road and Vulcan Square	01/07/18	31/03/23	145	£1,699,049.02	HAC	To be re-procured via LD Framework
R5667	Energy Supply	01/04/21	31/03/24	91	£19,000,000.00	RE	Future arrangements via Energy Framework
P5521	Materials Sorting Facility (MRF) Services Contract	01/04/20	31/03/23	91	£7,960,000.00	PL	Service to seek contract extension
R5352	Procurement of Lawyers for Insurance Litigation	01/04/18	31/03/23	152	£1,000,000.00	RE	Service to seek an extension
HAC5265	Public Health Pharmacy Services	01/04/18	31/03/23	152	£2,865,000.00	HAC	Future service for sections to be consolidated into other contracts from 01/04/2023. Remaining service element to be extended for 12 months
HAC5296	Community Equipment Service	01/04/19	31/03/23	122	£6,100,000.00	HAC	Extension being sought as part of Q3 submission
HAC5648	Hostel Services - Edward Gibbons House, Providence House and Daniel Gilbert House	01/04/20	31/03/23	91	£1,312,808.00	HAC	2 properties extended via Cabinet Report
R5603	Microsoft Licences for Applications and Servers	01/04/20	31/03/23	91	£3,504,474.00	RE	In procurement
CLC4371	CLC4371: Highway Maintenance and Improvement Works Lot 1 & 2	01/10/14	31/03/23	259	£50,500,000.00	P	In procurement
CLC4371	CLC4371: Highway Maintenance and Improvement Works Lot 3 & 4	01/10/14	31/03/23	259	£10,000,000.00	P	In procurement
R5280	R5280: Leasehold Building Insurance	01/04/18	31/03/23	152	£14,800,000.00	RE	Consortium Lead - in procurement
HAC5252	HAC5252: Teresa House and Hamlets Way	01/04/18	31/03/23	152	£2,864,925.00	HAC	Q3 Cabinet Report to extend
DR5116	Cleaning and Associated Services	03/07/17	02/07/23	183	£7,261,986.00	PL	Q3 Contracts Forward Plan
HAC5306A	Nicotine Replacement Therapy Products	08/07/19	07/07/23	122	£6,000,000.00	HAC	In Procurement
AHS5146	Mile End Road Young Persons Support Service	01/09/17	31/07/23	180	£2,004,715.00	CS	Q2 Cabinet authority to extend to 31/07/23. Also Q3 Contracts Forward Plan
AHS5128	Hostel: Dellow Supported Housing Accomodation for Vulnerable single adults	01/08/17	30/09/23	188	£2,320,683.60	HAC	Awaiting Service decision
HAC5360	Hostel: Hopetown upported Housing Accommodation	01/06/18	30/09/23	162	£4,123,541.95	HAC	Awaiting Service decision
HAC5314/5	Employment Support Services (Lot A and Lot B)	01/10/18	30/09/23	152	£1,737,500.00	HAC	Q3 Contracts Forward Plan
HAC5314	HAC5314: Employment Support Services (Lot A and Lot B)	01/10/18	30/09/23	152	£1,147,208.00	HAC	Q3 Contracts Forward Plan
H3948	Concierge and Related Security Services	03/10/13	02/10/23	304	£3,000,000.00	THH	Awaiting Service decision
CS5386	CS5386: Short Breaks: Holiday, Weekend and After School Short Breaks	01/04/19	30/11/23	142	£1,056,000.00	CS	Cabinet Approval to extend to 30/11//23
HAC5303	Carers Service	01/12/18	30/11/23	152	£2,865,192.00	HAC	Q3 Contracts Forward Plan
HAC5321	Hotel in the Park (Residential Respite for Adults with Learning Disability)	03/12/18	02/12/23	152	£29,011,114.38	HAC	Awaiting Service decision
HAC5312	HAC5312 Antill Road (Hight/Complex needs) learning disabilities day services	01/08/18	31/12/23	165	£1,849,753.00	HAC	Cabinet Approval to extend to 31/12/23
R5345	Enforcement Agents for collection of Council Tax, Non Domestic Rates and Sundry Debts	06/01/20	05/01/24	122	£1,400,000.00	RE	
CS5580	Supply of Fresh and Frozen Meat via PAL	03/08/20	31/03/24	111	£3,525,160.00	CS	
HAC5020	Direct Payment Support Service	01/04/19	31/03/24	152	£1,612,800.00	HAC	
HAC5356	0-5 Specialist Community Public Health Nursing	01/04/19	31/03/24	152	£35,250,000.00	HAC	
HAC5382	Mental Health Recovery College	01/07/19	30/06/24	152	£1,133,980.00	HAC	
HAC5382.1	Mental Health Mental Health and Wellbeing (LOT A, B, C)	24/08/19	23/08/24	152	£5,916,145.00	HAC	
THH5071	Major Internal and External Works	11/03/19	13/11/24	173	£118,000,000.00	THH	
THH5073	THH5073: Better Neighbourhoods Consultancy Services Framework Agreement	14/11/20	13/11/24	122	£7,000,000.00	THH	
HAC5393B	HAC5393B: Tier 2 Weight Management Services (Dynamic Purchasing System)	15/01/20	14/01/25	152	£1,470,000.00	HAC	
R5695	Agency Recruitment	05/02/21	04/02/25	122	£120,000,000.00	RE	
HAC5722	Hackney Road Hostel Project	01/04/21	31/03/25	122	£2,063,000.00	HAC	
P5606	Further Competition Vehicle Maintenance Contract	01/04/20	31/03/25	152	£4,940,207.00	PL	
HAC5310	Learning Disability Residential Care and Supported Accommodation Framework	01/04/21	31/03/25	122	£8,000,000.00	HAC	
HAC5753	HAC5753 Tower Hamlets Floating Support	01/04/22	31/03/25	91	£1,250,000.00	HAC	
CLC5135	Removal of Nuisance Vehicles	01/05/18	30/04/25	213	£6,550,000.00	THH	
R5721	Remote Processing Service	29/08/21	29/08/25	122	£16,000,000.00	RE	
P5612	Mechanical Capital Works Framework	13/09/21	12/09/25	122	£10,000,000.00	PL	
HAC5313A	Learning Disability Day Opportunity Framework	11/10/21	10/10/25	122	£15,100,000.00	HAC	
HAC5253	North East London Integrated Sexual Health Service	01/12/17	30/11/25	243	£40,000,000.00	HAC	
R5660A	Help Desk Services	01/02/21	31/01/26	152	£1,400,000.00	RE	
P5670	Resource Centre for Rough Sleepers	01/04/21	31/03/26	152	£1,175,000.00	PL	
R5660B	Network Services	01/04/21	31/03/26	152	£1,925,944.00	RE	
CS5637.1	Overnight and related short breaks two lots - children and young people with autistic spectrum disorder (ASD) and complex health needs including LD and Physical D	01/04/21	31/03/26	152	£5,300,000.00	CS	
HAC5762	HAC5762 Sundial Day Opportunities	15/04/22	14/04/26	122	£2,100,000.00	HAC	
P5719	Enhanced Rough Sleeping Outreach Service (EROS)	05/05/21	04/05/26	152	£8,000,000.00	PL	
CS5376	Education Support Workers Supply - Dynamic Purchasing System	15/05/19	14/05/26	213	£17,000,000.00	CS	
HAC5621	Integrated Information, Advice and General Advocacy Service	01/07/21	30/06/26	152	£3,632,000.00	HAC	
HAC5720	Integrated Statutory Advocacy Services (IMCA, CAA)	19/07/21	18/07/26	152	£1,065,000.00	HAC	
CS5678B-1a	Youth Activity Hub (Lot 1a North East Quadrant)	01/09/21	31/08/26	152	£1,035,000.00	CS	
HAC5384	Adult Drug and Alcohol Services (RESET)	28/10/19	23/10/26	213	£32,767,000.00	HAC	
P5718	P5718: Arboriculture Services Contract	01/11/21	31/10/26	152	£1,250,000.00	P	
P5645 FC004	Lead Environmental Impact Assessment (EIA) Contract (Lot 1)	03/11/21	02/11/26	152	£2,500,000.00	PL	
THH5593	THH5593: Communal Mechanical and Electrical Plant (servicing, planned preventative maintenance and repair)	01/02/22	31/01/27	152	£22,476,888.00	THH	
HAC5591	HAC5591 Community Passenger Transport Services DPS	03/02/20	02/02/27	213	£18,900,000.00	HAC	
DR3911	Offsite Data Storage and Destruction of confidential waste	17/06/12	31/03/27	450	£1,000,000.00	PL	
HAC5758	HAC5758 LinkAge Plus Services	01/04/22	31/03/27	152	£3,216,900.00	HAC	
THH5584A	THH5584A: Periodic servicing, responsive maintenance and renewal of gas domestic appliances	01/04/22	31/03/27	152	£19,000,000.00	THH	
CS3247	Mulberry School PFI	01/05/02	01/05/27	761	£19,000,000.00	PL	
HAC5731	Public Health GP Enhanced Services	01/07/21	30/06/27	183	£5,597,244.00	HAC	
THH5586	THH5586: Responsive Maintenance, Void Property Works and Minor Planned Works	01/07/22	30/06/27	152	£183,000,000.00	THH	

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