

Overview & Scrutiny Committee

**Monday, 22 April 2024 at 6.30 p.m.
Council Chamber - Town Hall, Whitechapel**

Supplemental Agenda

6. SCRUTINY SPOTLIGHT

- 6 .1 LGA Corporate Peer Review Action Plan (Pages 3 - 20)
- 6 .2 Leisure insourcing update (Pages 21 - 36)
- 6 .3 Parking Spotlight (Pages 37 - 46)

Contact for further enquiries:

Thomas French, Democratic Services,
Thomas.French@towerhamlets.gov.uk
020 7364 3048

Town Hall, 160 Whitechapel Road, London, E1 1BJ
<http://www.towerhamlets.gov.uk/committee>



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Corporate Peer Challenge – April 2024

Progress Update Report

09/04/24



1. Context

- 1.1 Local Government Association (LGA) undertook a Corporate Peer Challenge (LGA CPC) for the Council in September 2023. The report, published in December acknowledged the many positive aspects of the organisation's performance and the motivated and focused staff who work for it. The report made 18 core recommendations. These and over 70 suggestions for improvement or review embedded within the text of the LGA CPC report were brought together to comprise the content of the Council's response as set out in its LGA CPC action plan. This was also published in December. The Action Plan is a live document and additional actions can be identified and added at any time. All political groups and single representatives of Parties represented within the Council were briefed on the findings of the review and the action plan by the Chief Executive and all Parties continue to be free to suggest additional content.
- 1.5 A considerable amount of progress has and continues to be made in delivering against the actions identified. Priority focus fell on a number of critical problem areas of governance that had persisted for a number of years. These covered areas such as the backlog of council accounts awaiting external auditor sign off and the absence of published annual governance statements. These were critical issues that were identified in the Action Plan and have all now been addressed. This report sets out progress to date.

2. Overall Progress.

- 2.1 39% of the total number of actions identified by the Plan have now been completed. All of the listed actions have been completed for 17% of the core recommendations (3 of 18). The Council is on track to have completed 65% of all currently listed actions by the end of May and 85% by August 2024. The LGA CPC team will be returning in August to review progress. If additional actions are added these estimated completion rates may change. All target dates within the Plan may be subject to movement as individual projects develop.
- 2.2 It should be stressed that whilst the Council must demonstrate commitment to addressing the issues identified by the LGA CPC Review and should be able to show significant progress in addressing the commitments in the action plan, this is not a tick box exercise. In some instances, whilst delivery targets could have been brought forward, this would have risked the quality of the outcome. Similarly, in some instances target dates might move out if this is seen as a pragmatic and sensible move to arrive at a better outcome. For example, the delivery date for action 11.3 (Introduce a cross party working improvement programme in order to encourage cross party working) has moved from March to June 24 to enable a programmed session scheduled for April led by the Centre for Governance for Scrutiny with Overview and Scrutiny Members to feed into this work. The purpose of the LGA CPC is to help the organisation improve. When considering progress completion of the Plan is not an end in itself. Improvement is the end goal.

Appendix A

The below table contains an overview of all actions and the corresponding latest progress update.

Recommendation	No.	Action	Senior Responsible Officer	Target Date for Completion	Progress Update
Recommendation 1: Strategic Vision Develop a more comprehensive long-term strategic vision for the borough and the council which is co-produced with the community.	1.1	The Mayor will set out, agree and publish a long-term Strategic Vision in May, developed with the input and engagement of the community. The Strategic Vision will inform a Strategic Plan refresh, the Workforce Strategy and the Council will revisit the MTFS to ensure alignment.	Acting Director SIT	May-24	Project team has been set up and brief agreed. SIT is supporting the Mayor's Office and the Mayor in developing the vision statement.
	1.2	The Council will ensure that its strategic plan and subsequent delivery plans are aligned to the long term strategic vision building in regular monitoring and reporting arrangements, and reports that are available to the public	Acting Director SIT	Sept-24	Review the Strategic Plan to ensure it aligns with the Mayor's long term strategic vision for Cabinet sign off in September 2024. This is dependent on the timing of the Mayor's long term vision statement. See above.
Recommendation 2: Medium Term Financial Strategy Develop a MTFS, including the Housing Revenue Account (HRA), which can demonstrate the future financial sustainability of the council, and which is aligned to the long-term strategic vision of the council.	2.1	The Council will complete the development of the new Medium Term Financial Strategy	Corporate Director Resources	Jan-24	Complete - On the 28 th of February the MTFS including the budget and HRA was agreed at Full Council. The plan provides for a sustainable position over the medium term removing previous levels of reliance on reserves to fund recurring costs.
	2.2	The Council will review its MTFS at the point that the long-term strategic vision statement for the Borough is completed to ensure that it is fully aligned to it.	Corporate Director Resources	Sept-24	MTFS will be reviewed once the Strategic vision is developed to ensure alignment, any changes would need to happen through the budget setting process.
	2.3	The Council shall revisit its scenario planning and modelling for business rate reform impacts to ensure that they are fit for purpose and up to date.	Corporate Director Resources	Mar-24	Analyse Local has been engaged to assist with forecasting the appeals provisions. LG Futures has provided updated modelling based on the final local government settlement and the Council's draft NNDR1 return. The Autumn Statement, 22nd November 2024, is

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					now being considered in our updated MTFS
	2.4	The Council will develop a single narrative about the financial position of the Council which clearly explains to members, officers and partners the rationale for the savings requirement and investments required in services. This will communicate the imperative of delivery for the future financial sustainability of the council	Corporate Director Resources	Mar-24	Complete, there is a clear single narrative in place for the MTFS. Slide decks have been produced all aligning the same messages targeted to different audiences, For example Back Bench Councillors, All staff, Transformation Advisory Board.
	2.5	The Council will carry out a comprehensive assessment of the impact of insourcing on service capacity that will feed into the MTFS.	Corporate Director Resources	Mar-24	Growth for leisure insourcing has been included in the MTFS following work on costings.
	2.6	The Council will complete a HRA review which will explore all financial assumptions against the affordability constraints and will also consider the assumed HRA rent increase.	Corporate Director Resources	Mar-24	The HRA strategy has been to Cabinet on 31st January with an updated HRA budget following input from Savills. This has a sustainable position and an increase in the number of homes being acquired.
Recommendation 3: Performance Management To assist with the focus on delivery of the council's priorities, measures should be taken to enhance the existing performance framework, making better use of data to inform decision making and policy development. Consideration should be given to how the impact of decisions and priority areas is captured.	3.2	The Council shall complete a review of existing performance management arrangements in place at the Council to ensure clearer, more consistent processes, scrutiny at service level and by CMT and the development of a system which is understood and can be effectively challenged by members.	Acting Director SIT	May-24	Improvements to presentation of performance data complete Processes and scrutiny strengthened, including additional scrutiny at MAB and Lead Member 121s (complete). Additional review of scrutiny member mentoring underway. EDITH, a place-based tool to understand distribution of health and health determinants, enabling comparisons within the borough will be deployed in July Further improvements to measures, benchmarking, process and accountability planned through Annual Delivery Plan for 24/25 (Cabinet sign off May 24)
	3.3	The Council will bring forward new project plans for the development of a data lake and will prioritise progress of data tools to enable easier interrogation of health and societal data bases by council staff.	Corporate Director Resources	June - 24	Senior agreement in place to develop analytics platform, data tools and series of pilot data products. <ul style="list-style-type: none"> An Analytics Service has been designed to roll out data tools

					<ul style="list-style-type: none"> • A pilot to develop Finance dashboards agreed • EDITH, a place-based tool to understand distribution of health and health determinants, enabling comparisons within the borough will be deployed in July
	3.4	The Council will review the Council's current strategy and policy landscape to explore the opportunities to simplify it	Acting Director SIT	Sept-24	Part of Strategic Plan Refresh: Strategic Plan commitments will be re-evaluated against the Mayor's long term vision statement and adjustments made as necessary. (June) Draft for consultation (Aug) Final Draft and Cabinet Sign off (Sept)
<p>Recommendation 4: Workforce Strategy Develop a refreshed workforce strategy to address recruitment and retention challenges. This is particularly important given the current vacancies in key senior management positions and the Mayor's stated priority of the workforce representing the community.</p> <p>The Overview & Scrutiny Committee should be given responsibility for overseeing performance against the council's aim to ensure that its workforce and service provision reflects the diversity of the borough.</p>	4.1	The Council will develop a coordinated workforce strategy with a clear plan for recruitment, retention and workforce development with a more consistent approach being adopted across the organisation and linked to the Council's long term strategic vision.	Corporate Director Resources	Aug-24	Elements of the workforce strategy including the pay policy and senior salary review are complete. Review of recruitment strategy (including recruiting hard to fill posts and recruiting a workforce to reflect the community) will be complete in July 2024
	4.2	The Council will complete the recruitment programme for Corporate Directors and Directors	Corporate Director Resources	May 24	Appoint CDS, ADS and MO by May, interim arrangements in place until then.
	4.3	The Council will continue to develop the new 'workforce' strategy and embed it into the refreshed workforce strategy	Corporate Director Resources	July-24	The WFTC Strategy action plan has been drafted and reviewed by CMT and the review of the Strategy will be complete in April. The Strategy will be launched in July. The WFTC strategy will be embedded as a key tenant in the newly developed workforce strategy once developed.
	4.4	The Council will review the current governance arrangements for the councils Equality, Diversity and Inclusion agenda. As part of this exercise the Mayor will consider the role of the Overview and Scrutiny Committee specific to the delivery of this agenda.	Acting Director SIT	June - 24	Structural review of Strategy Improvement and Transformation is underway that will include consideration of where the operational responsibility for the Councils Equality, Diversity and Inclusion Agenda lies within the organisation. A scoping document for the wider review of governance

					arrangements for the Equality, Diversity and inclusion is being prepared and draft actions will be agreed after consultation with MAB and O&S.
	4.5	Carry out a review of the Council's Pay Policy for hard to recruit and senior positions.	Corporate Director Resources	March -24	The Pay Policy has been produced and was considered at HR Committee and was approved by Full Council in March. A salary review of senior roles in the organisation has been commissioned a draft report has been received. Consideration is now being given to the implications of the recommendations.
	4.6	LOCD to complete a review of the Council's current talent management and associated support programme and establish what more can be done to support staff development.	Corporate Director Resources	July-24	Review of current corporate offer and gaps will be shared with CMT in June.
Recommendation 5: Mayor's Office Review the roles, functions and deployment of officers within the Mayor's Office. This should be done to ensure streamlined decision making, removing barriers and duplication elsewhere in the council. The council should also ensure that colleagues remaining in the Mayor's Office are given training and development opportunities to ensure a wider understanding of the roles and requirements of different services areas.	5.1	The Council will undertake a review of the roles, functions and deployment of officers within the Mayor's Office with particular focus upon speeding up decision making and removing duplication of function where this is provided elsewhere in the Council.	CEO	Jan-24	A review has been undertaken and Phase 1 of the restructure complete, savings included in MTFs. Further rationalisation is planned as Phase 2. Additional training and development has been identified and provided to key members of the Mayor's Office specific to enabling a wider understanding the roles and requirements of different service areas and the operational environment more generally.
Recommendation 6: Internal Governance Conduct an urgent review of the internal governance arrangements including the board structures to ensure focus on the delivery of priorities, clarity of reporting and clear lines of	6.1	The Council will complete a review of the Council's internal governance arrangements, board structures and forward planning process to ensure focus on delivery of priorities, clarity of reporting, and clear lines of accountability.	Corporate Director Resources	June 24	Internal Audit have completed an in-depth review of the Councils Internal governance arrangements against the Corporate Governance Improvement Plan. A mapping exercise of all internal boards is complete and subject to review.

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<p>accountability. This should seek to speed-up decision making, and delegate business-as-usual decisions to an appropriate level.</p>					<p>The Transformation Governance Boards have been rationalised from 5 to 3. Proposals to shorten the forward planning process while retaining overall effective governance will come to CMT before implementation in June 24.</p>
	6.2	<p>Review of Transformation Board structure to ensure Boards have delegated authority to oversee and support directorates with budget and restructure delivery</p>	Deputy CEO	Feb-24	<p>Complete - Transformation Boards have been rationalised from 6 boards to 3 to streamline the Council's governance.</p>
	6.3	<p>Have in place arrangements to avoid delays in the short-term</p>	CEO	Feb-24	<p>Complete - The Chief Executive over recent months has introduced new controls on services attempting to bring late reports to MAB/Cabinet or changing reporting dates to ensure a smoother planning process. A process has been introduced at CMT to identify outstanding input from the Mayor's Office to speed up decision making.</p>
	6.4	<p>The Council will review and clarify the Council's processes for decision making. This will include the review and rationalisation of transaction processes for HR</p>	Corporate Director Resources	May	<p>A proposal for the HR restructure will be reported to the hr committee on the 16th May 2024 as part of the wider corporate centre proposals in keeping with the emerging new target operating model. The date for this has slipped from March as the structural review took slightly longer than anticipated. Work on review of the Councils processes for decision making are also addressed elsewhere in this plan. See 6.1 to 6.3 above.</p>
	6.5	<p>Comprehensive review of financial regulations and delegations to inform a revised framework on internal controls</p>	Corporate Director Resources	May-24	<p>A comprehensive review of our financial regulations and delegation's is being carried out which will inform a revised framework of internal controls. Cipfa have been commissioned to provide independent assurance that proposed changes reflect best practice. Cipfa have agreed the scope and objectives, mapped the current AS</p>

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					IS process and opportunities for improvement. A detailed project plan is under development. The project will be completed in May.
	6.6	The Council will ensure that the new external auditors agree to regular meetings between the Chief Executive, Section 151 Officer and the External Auditor.	Corporate Director Resources	Mar-24	Meeting between existing external auditors (Deloitte) S151 Officer, and CEO took place on 5th October 2023. New Auditor Ernst & Young currently in process of exchanging disclosures needed to then enable all regular (quarterly) meetings to be scheduled for the coming financial year
	6.7	The Council will ensure the Head of Audit attends meetings between the three statutory officers.	CEO	Dec-23	Head of Audit now meeting regularly with Chief Executive, S151 Officer, and Monitoring Officer
	6.8	The Council will report progress on the delivery of the LGA Corporate Peer Challenge Action Plan to the Transformation Advisory Board on a regular basis	Acting Director SIT	Ongoing	Regular engagement taking place with TAB
Recommendation 7: Working with Partners To ensure more effective partnership working, the council should consider reviewing current partnership governance arrangements.	7.1	Create a Partnership Task and Finish Group to review partnership arrangements to ensure a more strategic approach to partnership working, that streamlines governance arrangements and improves accountability. Ensure the Terms of Reference of the Partnership Task and Finish Group specifically develop actions to support these outcomes.	Acting Director SIT	Apr-24	A partnership Task and Finish Group has been established in October 2023 to take forward strategic review of partnership arrangements. Findings from the review have been presented back to the Partnership Executive Group Final report and recommendations coming to CMT by end of March.
	7.2	Continue to strengthen the Integrated Care partnership to deliver our core priorities and engage with the Integrated Care Board and wider North East London system on what responsibilities and resources can be further devolved to the local level.	Corporate Director Health and Social Care		Review underway for Tower Hamlets Together Board arrangements and look to integrate with Health & Wellbeing Board incorporating if possible the formal place-based Committee for the ICB Review of the Better Care Fund underway, will implement any changes for the 2025/26 financial year.
	7.3	The Council will further improve the opportunity for strategic conversations with business partnerships and will ensure that the	Corporate Director Housing and Regeneration	Review Complete, implementation April	The GED Partnership has been reviewed using the King's Fund Reflective Learning Framework, as part of the Council's

		Growth and Economic Development Partnership reviews existing opportunities with a view to enhancing them.			Partnership Plan 2023-28. The key findings of this review will be implemented by April 25. GED has delivered a series of 4 themed business breakfast events to engage local businesses, both SME's and Corporates. Through these events, we have engaged with over 270 SMEs and third sector organisations along with 63 corporate representatives. Due to the success of the programme, GED are seeking further s106 funds to deliver a new programme of events in 24/25, the themes of which will be based on feedback from local businesses.
	7.4	<p>There are a number of commitments to work with developers and partners to deliver on housing supply ambitions in the ADP including:</p> <ul style="list-style-type: none"> • An operational fast track planning service using dedicated resources for Major housing schemes to accelerated housing delivery • Go out to market on the second and third phase of Development Agreement sites in order to deliver new homes in priority locations • Work with the GLA to complete first round of unit acquisitions to increase housing supply 	Corporate Director Housing and Regeneration	May- 24	Underway as part of ADP process. ADP sign off May Cabinet
	7.5	In addition to the above mechanisms continue to enhance work with developers and housing providers.	Corporate Director Housing and Regeneration	August 24	The council has held two one off events for developers in recent months in the Town Hall: an event to showcase 12 council owned site that development partners are being sought for to bring forth much needed affordable housing; an event to showcase the HAP estate regeneration scheme which will deliver more than 400 homes.

					<p>Tower Hamlets Housing Forum, Development Subgroup regularly meets, with Registered Providers and the GLA attending to drive development forward in the borough.</p> <p>A strategic discussion with TFL strategic discussion is planned for July on wider strategic partnership opportunities.</p>
<p>Recommendation 8: Grant Allocation Build on the framework for the Mayor's Community Grant scheme and introduce a robust process for the Small Grants Fund and the Emergency Grants Fund, demonstrating links to the corporate priorities, ensuring openness and transparency, and reset relationships with the VCS/third sector. Monitoring of the grants programmes should be undertaken in partnership with the VCS/third sector and overseen by Overview and Scrutiny.</p>	8.1	The council will review all council administered grant regimes to ensure that they have robust frameworks in place and will introduce a central grants register.	Acting Director SIT	Apr-24	The Corporate Grants Register data capture process has been completed subject to verification from CD's. Assurance mechanisms are being checked. The register will go live by the end of April.
	8.2	The Council will work with the VCS to refresh the VCS Strategy and Voluntary Sector Compact which sets out how the Council will work with the sector and will use these to build on and improve existing relationships with the sector.	Acting Director SIT	Jul-24	A Voluntary and Community Sector (VCS) Strategy Refresh Steering group is being established which includes Council reps, VCS reps and other public sector reps. The strategy and compact refresh will be complete by November 2024. Initial engagement has been undertaken with Cooperate (VCS Partnership Board) and at the VCS Summit on 11th Dec 2023.
	8.3	Quarterly performance reports to Grants Determination Sub Committee and pre-decision scrutiny by OSC.	Acting Director SIT	Ongoing - June 24	The process for agreeing the KPI's in partnership with the third sector is in place along with Quarterly performance reporting to the Grants Determination Sub Committee on performance of projects including any remedial actions to address any challenges. The feasibility for pre-decision Scrutiny by OSC is being looked at.
<p>Recommendation 9: Transfer of Property to Third Parties Record and formalise Mayoral/member involvement in decision making relating to the transfer of property to third parties; reflecting Mayoral/member oversight in the property and assets policy and</p>	9.1	Complete the Council's new property and asset management strategy to bring together all of the different elements relating to policy and procedure into one document.	Corporate Director Resources	May-24	Draft Property and Asset Management Strategy has been completed and will be agreed in May. This has moved back from April due to scheduling issues. This will form part of the update to our financial regulations and review of the delegation of governance and decision making.

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procedures document (and developing overarching strategy) Also report decisions in this area to Overview and Scrutiny Committee.	9.2	Property and Asset Management will be added to the member induction and learning programme.	CEO	Jan-24	Property and Asset Management has been added to the member induction and learning programme
	9.3	The Mayor will review the need for existing levels of pre decision oversight. of delegated decision-making authority to officers regarding decisions relating to land and property disposals (up to £250k) and the letting of property to VCS organisations.	CEO	Apr-24	These will be reviewed and consolidated as part of the new Property and Asset Strategy
	9.4	All mayoral oversight on decision making pathways will be formalised in the form of written process notes. All feedback by the Mayor to Officers will be recorded as part of these processes.	CEO	Apr-24	These will be reviewed and consolidated as part of the new Property and Asset Strategy
Recommendation 10: Cabinet Member Responsibilities To speed up the pace of decision-making consideration should be given, as part of the constitutional review, to reviewing the delegated responsibilities from the Mayor to both Cabinet Members and officers.	10.1	The Mayor will keep delegation of decision-making authority under constant review.	CEO/Monitoring Officer	Ongoing	As has been common in Elected Mayoral authorities, the Mayor has not delegated decision making to Cabinet Members. Cabinet Members though are involved in all relevant decisions and service challenges as they have regular service meetings and they have to be consulted on all relevant cabinet decision making reports. The Mayor will keep this under constant review. New processes are in place to reduce the incidence of delays in the Mayor's Office.
	10.2	The Council will undertake a review of Local Authorities with directly elected Mayors, with a view to establishing both common practice and best practice regarding delegation of authority.	CEO/Monitoring Officer	Apr-24	The Association of Democratic Services Officers (ADSO) has been commissioned as part of the LBTH Constitution Review to review the constitutions of the other London Mayoral Authorities and a couple of other authorities of interest to see what they had which was different/useful. ADSO reported back at the end of January and made some minor recommendations for consideration that will be considered by the Constitution working group. The Council was not found to be an

					outlier in terms of its approach. In addition The CEO is leading a project to bring together CEO's working in a Directly elected mayoral models across the UK in a new group to better enable best practice to be identified and shared.
	10.3	The role and responsibilities of cabinet members under existing arrangements will be the subject of further staff communication bulletins and included more specifically in staff inductions.	CEO/Monitoring Officer	Jan-24	The staff induction programme has been reviewed and we have improved the information we provided around the roles and responsibilities of cabinet members.
Recommendation 11: Membership of Committees The council should consider best practice in relation to the chairing, membership and cross party working in and of key committees such as Full Council, Overview and Scrutiny and Audit. External training for these committees should also be arranged.	11.1	The Council will define current best practice in relation to chairing, membership, and cross party working in and of committees. It will conduct a review of current terms of reference for committees based on best practice including the appointment of women to lead senior political positions within the council. The Mayor will receive recommendations from that review and agree any necessary actions. The Mayors conclusions will be published.	CEO	April-24	The Constitution Working Group are reviewing Committee Terms of Reference compared to other authorities and will propose any changes to the General Purposes Committee for consideration. A review of overview and scrutiny arrangements is underway with a review to it being reported to MAB in April.
	11.2	The Council will continue to deliver the current development programme for scrutiny members, and undertake skills audit in order to develop and deliver an improved development programme for scrutiny and for Cabinet members	CEO	Apr-24	Training is arranged in relation to almost all Council Committees, both during the Member Induction following the election and then either at the start of the year and/or through the year. The Council commissioned Centre for Governance and Scrutiny to provide training for scrutiny chairs. This has included three 1-2-1 sessions, two group sessions. A skills audit of scrutiny members has also has been undertaken which informs training plan.
	11.3	Introduce a cross party working improvement programme in order to encourage cross party working.	Acting Director SIT	July 24	Scrutiny Officers are in the process of reviewing cross party working arrangements. On 29 th April a session will be held that reviews cross party working with scrutiny members that will be facilitated by the

					Centre for Governance and Scrutiny. Recommendations emerging from that review session will then be followed up as part of a wider cross party working improvement initiative.
	11.4	The Constitution Working Group to consider a report on the workings of Cabinet decision making processes that will include the scrutiny process and present a briefing note to the Mayor in relation to their findings.	CEO	TBC	The Association of Democratic Services Officers (ADSO) was commissioned as part of our Constitution work to review the constitutions of the other London Mayoral Authorities and a couple of other authorities of interest to see what they had which was different/useful. See 10.2 above. The report will be considered by the Constitution working group at a date to be scheduled.
Recommendation 12: Member Development The existing member training and development offer should be strengthened with support initially focussed on Cabinet members and committee chairs.	12.1	The existing member development programme for those in senior positions will be further developed to include opportunities of external mentoring.	CEO	Apr-24	Democratic Services are actively exploring external mentoring opportunities to add to the expansive member development programme already in place. This is specific to Cabinet Members and Committee Chairs. ADSO and South East Employers have been contacted to explore the potential for their support in establishing a mentoring programme.
Recommendation 13: Diversity Given the composition of the ruling administration, consideration should be given to how the voices of women and those from different backgrounds are directly influencing policy through their lived experience. It is recommended that the council actively promote the LGA's 'Be a Councillor Campaign' to promote the opportunity for women and people from underrepresented groups across the borough.	13.1	The Council will undertake a review of how the voices of women and those from different backgrounds are and are not directly influencing policy through their lived experiences and develop a plan for removing barriers to this happening.	Acting Director SIT	Aug 24	A Tower Hamlets Women Commission has now been established that will amplify women's voices within the community and feed into the development of recommendations to the Council. Part of its remit will be to examine the extent to which the voices of women from different backgrounds are influencing policy and identifying barriers that prevent this from happening. A review of the Tower Hamlets equality network is currently underway with a view to strengthen current provision to ensure resident views are incorporated into service design and delivery

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	13.2	The Council will run a major promotion campaign targeting women in the community linked to the LGA's 'Be a Councillor' Campaign. All political parties will be encouraged to run their own campaign within their parties to encourage women candidates.	Acting Director SIT	April 24	The 'Be a Councillor Campaign' has now been launched and will be supported by a wider campaign strategy for promoting women in public life.
	13.3	The Council shall review make up of the Council Committees.	Head of Democratic Services/ CEO	Apr-24	Additional guidance is being prepared that strengthens the need for gender representation to be considered when deciding upon Committee membership and roles.
	13.4	It will consider the feasibility of introducing a Monitored Feedback system for speakers at Council meetings allowing feedback / comment on speaking time fairness and respect. If feasible the Council will introduce it.		Apr-24	The feasibility study has been completed and a feedback system is in the latter stages of being completed. Go live expected by the end of April.
	13.5	The Council will develop a policy setting out clearly how much time staff led group chairs can take from their substantive duties to develop staff equalities networks.	Corporate Director Resources	Dec-24	Human Resources are reviewing current arrangements
	13.6	The Council will ensure all network groups have a senior management sponsor. Establish a regular programme of meetings with sponsors to discuss progress and relevant cross cutting issues. Establish a feedback system for Staff Chairs of networks to comment on the performance of the Senior Management Sponsor.	Corporate Director Resources / Acting Director SIT	Dec-24	Complete - new network sponsors confirmed, meeting cycle established and feedback system in place.
	13.7	Review and rerun staff and member awareness programme.	Corporate Director Resources	Mar-24	Awareness programme timetables are currently being reviewed
	13.8	To contribute to the LGA call for evidence for Supporting Women and girls to be active.	Corporate Director Communities	10 Apr 2024	The LBTH submission has been completed.
Recommendation 14: Annual governance Statement Prepare and publish the Annual Governance Statement.	14.1	The Council will secure the necessary outstanding internal approvals and publish the outstanding Annual Governance Statements	Corporate Director Resources	Dec-23	Completed. Outstanding Annual Governance Statement approved by the Audit Committee on Thursday 19th October 2023. Published on the Council web site.

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<p>Recommendation 15: Outstanding Accounts Outstanding financial accounts going back to 2018/19 need to be resolved with the external auditors as a priority.</p>	<p>15.1</p>	<p>The Council will take action to resolve all of the historic outstanding financial accounts going back to 2018/19</p>	<p>Corporate Director Resources</p>	<p>Jan-24</p>	<p>Complete</p>
<p>Recommendation 16: Organisational Capacity Develop the corporate centre so that it is genuinely a strategic enabler and provides the appropriate accurate management data and information to support the transformation of the organisation.</p>	<p>16.1</p>	<p>The Council will complete a strategic resource needs assessment covering HR, Procurement, Facilities, Communications, IT addressing additional demand resulting from insourcing.</p>	<p>Corporate Director Resources</p>	<p>Oct-24</p>	<p>Initial recommendations have been proposed by the Corporate Director Resources during Autumn 2023; These are being considered as part of a wider structural review of the Resources Directorate.</p>
	<p>16.2</p>	<p>The Council will produce a revised set of Organisational Health reports/dashboards that will;</p> <ul style="list-style-type: none"> • Reflect performance against regulatory targets • Bring together performance across the Council that is aligned with up-to-date priorities and strategies • Report from line of business systems or automated reports that does not require substantial manual intervention • Allow CMT members to interrogate the dashboard outside of the meeting cycle 	<p>Deputy CEO</p>	<p>July 24</p>	<p>Requirement gathering starting Feb, expect first presentation of data in July 24</p>
	<p>16.3</p>	<p>The Council will conduct a strategic review of the Procurement function to make it a model of best practice.</p>	<p>Corporate Director Resources</p>	<p>Apr-25</p>	<p>The Council has engaged Lumensol to review its Procurement Service and structure. A Programme Director for Procurement was appointed in April for a 12-month term, tasked with developing a new delivery model that aligns with best practices.</p>
	<p>16.4</p>	<p>The Procurement function of the Council will introduce a standard set of terms and conditions for contract awards.</p>	<p>Corporate Director Resources</p>	<p>Sept-24</p>	<p>We are currently reviewing our procurement procedures and standing orders to align with the new legislation taking effect in October 2024. This review includes examining all our existing policies and procedures and processes. Having completed the initial assessment, we are now in the process of developing more efficient systems in</p>

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					collaboration with the project team, aimed at bringing in a more comprehensive standard set of terms and conditions.
	16.5	The Council will review and resolve the issue of the Councils Wi-Fi at the Town Hall	Corporate Director Resources	June-24	A review of the Wi-fi in the building has been completed and no significant issues identified. However, problems with mobile phone connectivity has been confirmed. A programme of remedial action is now in hand.
	16.6	CEO and CMT to consider current relationship standing with the trade unions and agree actions that might further promote better working relationships.	CEO	Apr-24	Subject scheduled for discussion at CELT
Recommendation 17: Responsiveness Review the council wide approach to handling member enquiries, complaints and freedom of information (FOI) requests to ensure less duplication, faster responses and greater efficiency.	17.1	The Council will complete a resource review of the Councils FOI, Members Enquiries and Complaints functions. The Council will complete a process review for member enquiries, complaints and FOI requests with a view to improving speed and efficiency.	Deputy CEO	TBC	<ul style="list-style-type: none"> • FOI Review completed • Mayor enquiries and complaint reviews underway • Scoping for CEO compliance project underway
Recommendation 18: 'People First' Accelerate the 'People First' transformation programme and develop a clear narrative ensure a common understanding. (This should be entwined with the development of the strategic vision)	18.1	The Council will develop a clear, single narrative around transformation and improvement using the people first initiative to do so. The Council will develop a communications / wider culture change programme to promote a wider council staff identity and help break down silo's and support senior staff visibility.	CEO	April 24	Communications are developing the People First Campaign linking to culture change. Complete by April 24



Leisure Insourcing Programme Assurance Report Overview & Scrutiny Committee 22nd April 2024

Simon Jones, Head of Leisure Operations
Keith Townsend, Programme Director (Leisure)



Be-Well Vision



| HEALTH |

Providing excellent services to enable healthy lifestyles.

| WELLNESS |

Removing barriers to create inclusive and accessible environments.

| PLAY |

Supporting local groups and clubs to bring communities together.

BE WELL

HEALTH | WELLNESS | PLAY



Original Decision (August 2022)



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- August 2022 report to Cabinet in relation to the recommissioning of the leisure service which presented an options appraisal taking into consideration various criteria
- Residents survey highlighting several performance issues and concerns
- Contract and service was not seen as high performing and opportunities not being realised
- Between 2015 - 2022 client function reduced and therefore concerns about capacity and management of the contract
- Legal Advice and Best Value Comments and justification detailed in s7.4 and executive function / power advice in s7.2
- Best value is not just about direct financial model but additional community and health benefits and wider outcomes. (see later slides)



Health inequalities in Tower Hamlets



Inactive adults (2020/21)

- Females (28% inactive compared to 23% of males)
- Over 65s (65% inactive compared to <28% for all other ages)
- People on **low incomes** more inactive
- People from an Asian (excl Chinese) ethnic background (42% inactive compared to 17% from White British ethnic background)

Inactive children (2020-22):

- Girls (50% inactive compared to 40% of boys) and Non-White British (small difference: 45% compared to 43%)
- 7 years gap in healthy life expectancy for men (65 years) and women (58 years) (wider gaps in Asian and Mixed ethnic groups/ high prevalence of females who are long-term unemployed)
- High level of excess weight amongst children and young people



Centre by Centre information



Centre	Facilities	Staffing	Income / Expenditure 2024 – 25 (Year 1)	Age of building / condition / investment
John Orwell Sports Centre	Facilities – Gym, Studio, outdoor pitches, netball & tennis.	1 GM, 1 AM, 3 DM, 3 FI 3 Reception	Income - 757k – income Expenditure - 901k – expenditure Net 144k	Opened 1987 Year 1 Immediate Repairs required - <u>£94,000</u> Year 1 Capital Plant replacement - £320,000 Conversion of storeroom to Spin Studio. Redecoration. New F&B offer. Investment year 1 Fitness equipment – 24k
Mile End Leisure Centre and Stadium	Facilities – Gym, Studio, outdoor pitches, netball & tennis, swimming, women only gym, spin studio, athletics track, sports hall	1 GM, 3 AM, 4 DM, 4 FI, 6 Reception, 10 RA, 8 SI	Income – 3,899k – income Expenditure – 4,058k – expenditure Net 159k	Opened 2008 Year 1 Immediate Repairs required - <u>£174,500</u> Year 1 Capital Plant replacement - £343,000 Redecoration. Revised F&B offer. Investment year 1 Fitness equipment – 33k
Poplar Baths	Gym, Sports Hall, Studio, Swimming Pool	1 GM, 1 AM, 3 DM, 4 FI, 5 Reception, 10 RA, 8 SI	Income – 1,517k – income Expenditure – 1,987k – expenditure Net 470k	Opened 2016 Year 1 Immediate repairs required - £17,000. Year 1 Capital Plant replacement - £30,000 Reconfigure reception area Refresh and branding Investment year 1 Fitness equipment – 3k
York Hall Leisure Centre	Swimming, Gym, Studio, SPA, Main Hall Arena	1 GM, 3 AM, 4 DM, 4 FI, 5 Reception, 10 RA, 8 SI	Income – 2,292k – income Expenditure – 2,786k – expenditure Net 494k	Opened 1929 Year 1 Immediate Repairs required - <u>£208,000</u> Year 1 Capital Plant replacement - £1,780,000 Refresh fitness equipment dry / wet equipment Investment year 1 Fitness equipment – 15k
Whitechapel Sports Centre	Gym, Women only Gym, Studio, Sports Hall, Outdoor Pitches	1 GM, 1 AM, 3 DM, 3 FI, 4 Reception	Income – 550k – income Expenditure – 905k – expenditure Net 355k	Opened 1999 Year 1 Immediate repairs required - <u>£41,500</u> Year 1 Capital Plant replacement - £88,000 Refresh fitness equipment dry Reconfigure reception area Investment year 1 Fitness equipment – 38k
Tiller Leisure Centre	Swimming Pool, Studio, Soft Play, Gym	1 GM, 1 AM, 3 DM, 3 FI, 4 Reception, 6 RA, 6 SI	Income – 615k – income Expenditure – 1,098k – expenditure Net 483k	Opened 1960 Year 1 Immediate Repairs required - <u>£28,000</u> Year 1 Capital Plant replacement - £85,000 Refresh fitness equipment dry / wet equipment Investment year 1 Fitness equipment – 3k



Challenges



Contractual Relationships & Procurement

- Historic property issues e.g. No lease for Mile End & PFI at Poplar
- Novating operational contracts
- Understanding the business

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TUPE & Staffing Matters

- Capacity to deliver
- Vacancies and use of right skills to do the right job
- Insourcing knowledge, skills and experience
- Financial impact of harmonisation
- Management & development of the assets
 - 3 listed buildings, many over 40 years old



Transition Project & Governance



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- Strategic Leadership & Support
- Programme & Capital Board
- Learning from Insourcing TH Homes
- Programme budget of £.1.395 million for 2024/25.
 - Financial impact of closure 1st to 7th May
- Clear Programme workstreams:
 - HR & Staffing
 - Facilities & Building issues
 - Legal, Contracts & Procurement
 - Operations
 - Communications
 - ICT – new Leisure Management System
 - Finance
 - Public Health



Human Resources - Recruitment



- Local jobs for local people
- Training Opportunities
- Franchise Opportunities for local people
- Work Flow
- Careers Fair 13th April
- Advert for a variety of roles – W/c April 1st

- Specialist agency in place
- Acting up opportunities (managers)



Finance profile 10-year model



- The approved for Leisure for 2024-24 is £2.105 million reducing to £1.344 million in 2025/25 including central support costs.
- Site specific business plans
- Detailed 10-year model had been refined indicating a that the service will move from new subsidy into surplus in 2027/28 with forecast income growth modelled

Year	1	2	3	4	5	6	7	8	9	10
Year	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34
Income	(9,629,650)	(11,709,294)	(103,083,480)	(13,705,773)	(13,979,889)	(14,259,487)	(14,544,676)	(14,835,570)	(15,132,281)	(15,434,927)
Expenditure	11,735,388	13,053,097	13,325,424	13,608,057	13,880,218	14,157,823	14,440,979	14,729,799	15,024,395	15,324,883
Net	2,105,737	1,343,803	241,945	(97,716)	(99,671)	(101,664)	(103,697)	(105,771)	(107,887)	(110,044)



Revenue



GLL Income and Expenditure 2019-2023				
£million				
Year	2019/20	2020/21	2021/22	22/23
Income	(7.8)	(1.1)	(6.7)	(9.1)
Expenditure	6.5	5.4	7.4	9.2
Net	(1.3)	4.3	0.7	0.1

- Losses in the last three full years
- Impact of Covid-19 and Government grants
- No clear evidence of surplus income investment programme

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	John Orwell	Mile End	Tiller	White Chapel	York Hall	Poplar
2019/2020 Income	682,770	3,034,942	584,625	423,265	2,435,283	Closed
Expenditure	433,176	1,977,368	655,778	457,945	1,934,253	Closed
Surplus/Deficit	249,594	1,057,574	(71,153)	(34,681)	501,029	Closed
2020/2021 Income	101,438	504,235	33,390	38,519	260,296	206,253
Expenditure	384,481	1,472,413	422,511	315,179	1,330,029	1,001,650
Surplus/Deficit	(283,043)	(968,178)	(389,121)	(276,660)	(1,069,733)	(795,397)
2021/2022 Income	536,630	2,955,153	167,190	343,794	1,376,940	1,281,787
Expenditure	532,404	2,509,732	575,810	501,708	1,660,449	1,450,552
Surplus/Deficit	4,226	445,422	(408,620)	(157,914)	(283,509)	(168,765)
2022/2023 Income	728,251	3,688,554	592,732	500,291	2,141,881	1,444,043
Expenditure	624,438	3,136,882	647,028	641,420	2,389,984	1,531,077
Surplus/Deficit	103,813	551,673	(54,296)	(141,129)	(248,103)	(87,033)

Capital Requirement (10-year)



- Lack of evidence of specific planning maintenance investment under contract with GLL
- Recent FM investment was c1.2 million per year and project looking at dilapidations
- Requirement for investment of £24.4 million, (excluding fees at 11%) over the next 10 years.
- The current approved capital budget there is £3 million available in total for the next three years with a long-term assumption of a need for £1 million year on year.

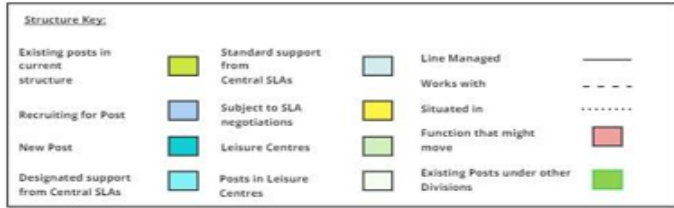
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	Year 1	Year 2	Year 3-5	Sub Total (Years 1-5)	Year 5-10	Total
Replacement costs from condition surveys	3,756,000	6,139,000	8,170,000	18,073,000	6,381,000	24,446,000
Approved funding	(3,000,000)			(3,000,000)		
Budget requirement	834,107*	6,139,000	8,170,000	15,073,000	6,381,000	21,524,107

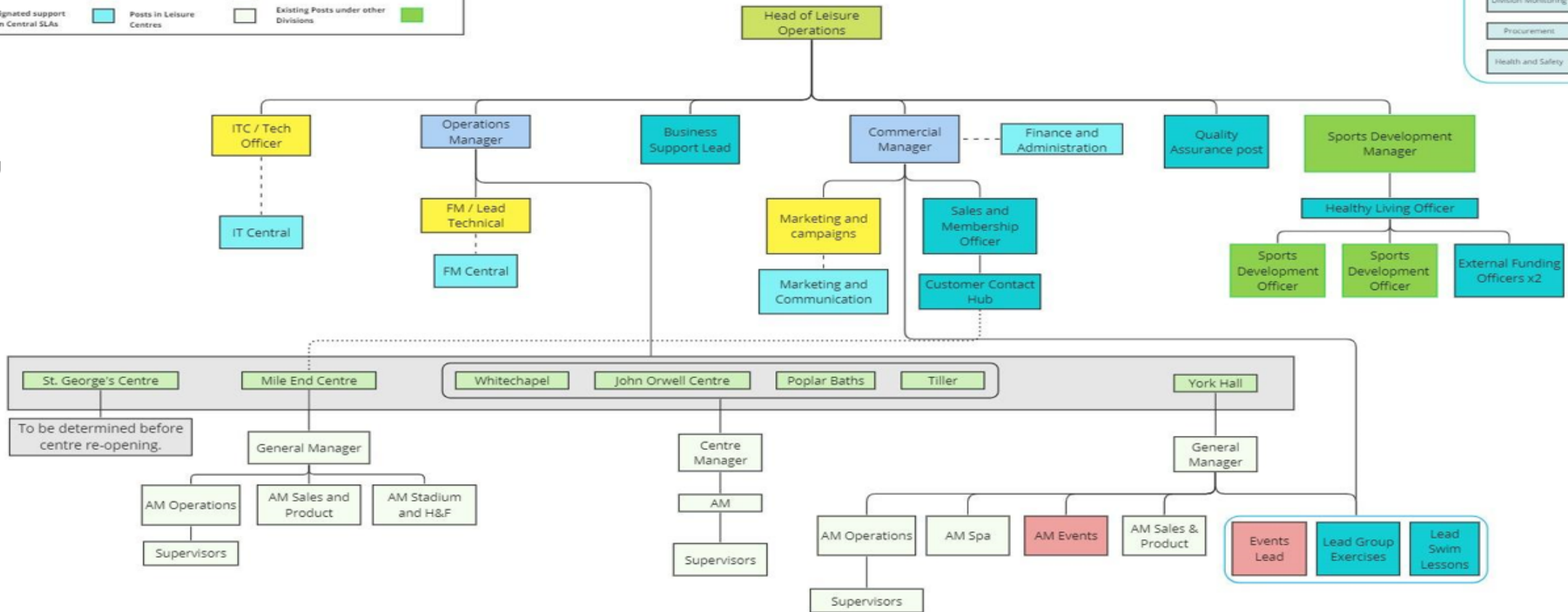
*The shortfall includes expenditure of £78k although there is a forecast underspend in the 2023/24 capital programme. Costs are provisional and do not include any allowance for inflation or professional costs and fees



New structure



Tower Hamlets Leisure Division Structure



Community Benefits



- Improved Customer Experience - better customer retention and improved resident satisfaction
- Local Employment – Local residents, Local Jobs, better workforce representation of the borough
- Supply Chain - local businesses supported to bid for supply/services contracts
- Diverse Reach / Engagement for vulnerable residents – Better engage those groups who are vulnerable and who might not usually engage with leisure services e.g. women and girls, SEND, older people.
- Public Health Outcomes – Deliver a range of public health outcomes linked to increased physical activity e.g. reduced obesity, increased mental health and increased life expectancy among priority groups.
- Increased co-ordination of local services – Co-delivery of local services within leisure centres to maximise outcomes for residents e.g. increased co location of health and social services across sites.



Facility & Commercial Opportunities



- Strategic planning underway
- 3 listed buildings so challenges
- Opportunities to strategic develop flagship leisure facilities to meet the borough's need:
 - e.g. St George's LC Redevelopment - £30 million investment
 - e.g. York Hall huge potential: Spa facilities, heritage interest, British Boxing
- Growth of revenues (23%)
 - Events, memberships, York Hall Spa, Swim School, NHS services etc

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Conclusions

- Clear vision
- Capital investment in facilities to meet the needs of growth
- A service that reflects the needs of the borough
- Strong governance and corporate support
- Opportunities from growth and commercialisation



Questions & Discussion





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Tower Hamlets Parking Update

Overview and Scrutiny Committee
April 2024



Agenda Item 6.3

- Phase 1: Updating the Parking Enforcement Plan
- Phase 2: Investigating new parking policy areas



Phase 1: Refresh of the Parking Enforcement Plan (PEP)



- Document last produced 15+ years ago
- PEP has been refreshed. Updated to:
 - articulate what we do and why we do it
 - include the council's strategic priorities
 - bring existing policies together into one document
 - include up to date reference to parking and enforcement legislation, and national, regional and local policy
 - be flexible for regular updating as needed. For example: being reflective of the wider Transport Strategy (due for review)

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Status: Drafted. No new content for decision making = internal sign off by CLT

(c. June 2024)

The best of London
in one borough



Phase 1: Drivers for parking & enforcement



Reflected in the PEP:

- Create and maintain safe and efficient traffic flow within and through the borough to enhance road user journey satisfaction
- Contribute to the council's cleaner and greener future, improving air quality and supporting sustainable transport solutions
- Create safe, fair, and easily accessible kerbside parking space to meet the needs of all road users
- Maintain the best possible parking infrastructure in terms of on and off-street public parking facilities
- Deliver high quality, customer focussed procedures and policies that continually improve the service we deliver



Phase 2: Investigating new parking policy areas



- Areas to explore resulting from benchmarking exercise for PEP update
- New policy areas identified that fit in with the council's strategic objectives and are expected to help reduce parking stress and promote effective parking, mobility and enforcement activities in the borough
- Areas fall into four broad categories:
 - Simplifying the customer journey and providing excellent public services
 - Encouraging active travel / traffic management and congestion measures
 - Boosting business
 - Efficiency and compliance



Phase 2: Consultation plan

- Consultation and engagement plans being prepared
- Surveys for whole community; workshops / sessions for interest groups
- Paper and online
- Face to face sessions across a range of accessible venues in Tower Hamlets
- Consultation likely to last around 10 weeks



Phase 2: Indicative timeline



- Permission to consult – June/July 2024
- Consultation – c.10 weeks (to September 2024)
- Consultation analysis and report write – c. October 2024
- Cabinet decision – c. December 2024
- Policy implementation – January 2025+



How we manage conflicting priorities



Working in partnership:

- Providing concessionary travel and parking schemes to give residents and visitors with disabilities greater opportunities for independent travel*
- Designating bays according to need (eg. for parking around markets)*
- Increasing the EV parking and charging options in the borough (with highways)
- Ongoing work to improve car club options in the borough
- Working with Highways to create more cycle infrastructure (with highways)
- Improving our public realm for pedestrians (with highways, planning)
- Installing infrastructure to make roads safer for pedestrians (highways)

* reflected in the PEP
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Questions?

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How can Overview and Scrutiny contribute and help?



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