

Cabinet



Wednesday, 3 June 2020 at 5.30 p.m.

Online 'Virtual' Meeting -

<https://towerhamlets.public-i.tv/core/portal/home>

Agenda

Mayor John Biggs

Cabinet Members

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

[The quorum for Cabinet is 3 Members]

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 not possible at this time.

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:

Matthew Mannion, Democratic Services,
1st Floor, Town Hall, Mulberry Place, 5 Clove Crescent, London, E14 2BG

Tel: 020 7364 4651

E-mail: matthew.mannion@towerhamlets.gov.uk

Web:<http://www.towerhamlets.gov.uk>

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A Guide to CABINET

Decision Making at Tower Hamlets

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

Which decisions are taken by Cabinet?

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

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

- a) to result in the local authority incurring expenditure which is, or the making of savings which are, 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, 5 June 2020**
- The deadline for call-ins is: **Friday, 12 June 2020**

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.

Cabinet

Wednesday, 3 June 2020

5.30 p.m.

Pages

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 - 20

The unrestricted minutes of the Cabinet meeting held on 26 February 2020 are presented for approval.

4. ANNOUNCEMENTS (IF ANY) FROM THE MAYOR

5. OVERVIEW & SCRUTINY COMMITTEE

5.1 Chair's Advice of Key Issues or Questions

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

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

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



6. UNRESTRICTED REPORTS FOR CONSIDERATION

6 .1	LBTH response to the Covid19 Pandemic	21 - 60
<p>Report Summary: An overview of the council's response to addressing the challenges and issues raised by the Covid19 Pandemic</p> <p>Wards: All Wards Lead Member: Mayor Corporate Priority: A borough that our residents are proud of and love to live in</p>		
6 .2	Covid-19 Pandemic - Reconstitution to Recovery	61 - 76
<p>Report Summary: This report sets out the Council's proposed approach to returning the organisation and its services to operation as the lockdown restrictions imposed as a response to the Covid-19 pandemic are lifted by central government.</p> <p>Wards: All Wards Lead Member: Mayor Corporate Priority: All Priorities</p>		
6 .3	LBTH/THH Mayoral Office Police and Crime (MOPAC)	77 - 96
<p>Report Summary: Combating Anti-Social Behaviour (ASB) is a high Mayoral priority and is a priority for Tower Hamlets Homes (THH). In 2017/18 the Council invested £2.458 million in a range of ASB initiatives of which £1.4 million was invested in the 3-year funding of a Police team specifically tasked with providing additionality to existing commitments on LBTH estates. This investment was secured via a Section 92 Agreement with MOPAC for a match funded police team made up of 2 sergeants and 12 constables under Metpatrol Plus.</p> <p>The current funding under Metpatrol Plus expires in September 2020. Given the level of re-assurance the police team has brought to communities, Cabinet authority is being sought to enter into a further 3-year agreement with MOPAC under the "Partnership Plus Agreement".</p> <p>The report also seeks Cabinet approval for the cost of additional services provided by the Police team and Parkguard to be passed on both to Leaseholders and Tenants.</p> <p>Wards: All Wards Lead Member: Statutory Deputy Mayor and Cabinet Member for Housing Corporate Priority: A borough that our residents are proud of and love to live in</p>		

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

Report Summary:

The report is a request to approve contract extensions for Contract Services that are let jointly for the Procurement Across London group. The reason for urgency is that there have been delays by London Borough of Havering One Source in procuring catering contracts in time and there is a need to ensure that expenditure on food and essential supplies are not disrupted during the Covid-19 pandemic lockdown.

Wards: All Wards

Lead Member: Cabinet Member for Resources and the Voluntary Sector

Corporate Priority: All Priorities

7. ANY OTHER UNRESTRICTED BUSINESS CONSIDERED TO BE URGENT

8. EXCLUSION OF THE PRESS AND PUBLIC

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

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

EXEMPT/CONFIDENTIAL SECTION (PINK)

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

9. EXEMPT / CONFIDENTIAL MINUTES

Nil items.

10. OVERVIEW & SCRUTINY COMMITTEE

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

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



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

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

11. EXEMPT / CONFIDENTIAL REPORTS FOR CONSIDERATION

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

Next Meeting of the Committee:

Wednesday, 24 June 2020 at 5.30 p.m. in Online 'Virtual' Meeting -
<https://towerhamlets.public-i.tv/core/portal/home>



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Agenda Item 2

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: Asmat Hussain, Corporate Director, Governance and Monitoring Officer,
Tel: 0207 364 4800.

APPENDIX A: Definition of a Disclosable Pecuniary Interest

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

Subject	Prescribed description
Employment, office, trade, profession or vacation	Any employment, office, trade, profession or vocation carried on for profit or gain.
Sponsorship	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 5.33 P.M. ON WEDNESDAY, 26 FEBRUARY 2020

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

Members Present:

Mayor John Biggs	
Councillor Sirajul Islam	(Statutory Deputy Mayor and Cabinet Member for Housing)
Councillor Rachel Blake	(Deputy Mayor and Cabinet Member for Planning, Air Quality and Tackling Poverty)
Councillor Asma Begum	(Deputy Mayor and Cabinet Member for Community Safety and Equalities)
Councillor Sabina Akhtar	(Cabinet Member for Culture, Arts and Brexit)
Councillor Amina Ali	(Cabinet Member for Adults, Health and Wellbeing)
Councillor David Edgar	(Cabinet Member for Environment)
Councillor Danny Hassell	(Cabinet Member for Children, Schools and Young People)
Councillor Motin Uz-Zaman	(Cabinet Member for Work and Economic Growth)

Other Councillors Present:

Councillor Peter Golds	(Leader of the Conservative Group)
Councillor James King	
Councillor Puru Miah	
Councillor Dan Tomlinson	(Mayoral Advisor for Highways and Public Realm)
Councillor Andrew Wood	

Apologies:

Councillor Candida Ronald	(Cabinet Member for Resources and the Voluntary Sector)
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Officers Present:

Magdalene Bannis-Roy	Youth Services Strategic Transformation Development Lead
Kevin Bartle	Interim Divisional Director of Finance, Procurement and Audit
Stephen Bramah	(Deputy Head of the Mayor's office)
Terry Bryan	(Head of Pupil Services and School Sufficiency)
David Courcoux	(Head of the Mayor's Office)
Thorsten Dreyer	(Head of Intelligence and Performance)
Lucy Fordham	Senior Communications Officer
Chris Harrison	Liveable Streets Technical Director
Dan Jones	(Divisional Director, Public Realm)
Debbie Jones	(Corporate Director, Children and Culture)

Daniel Kerr	(Strategy and Policy Manager)
Ronke Martins-Taylor	(Divisional Director, Youth & Commissioning)
Neville Murton	Corporate Director of Resources
Denise Radley	(Corporate Director, Health, Adults & Community)
Ann Sutcliffe	(Corporate Director, Place)
Will Tuckley	(Chief Executive)
Asmat Hussain	(Corporate Director, Governance and Monitoring Officer)
Matthew Mannion	(Head of Democratic Services, Governance)

1. APOLOGIES FOR ABSENCE

Apologies for absence were received on behalf of:

- Councillor Candida Ronald (Cabinet Member for Resources and the Voluntary Sector)
- Councillor Danny Hassell (Cabinet Member for Children, Schools and Young People) who would need to leave the meeting early to attend another Committee as would Debbie Jones (Corporate Director, Children and Culture)

2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS

There were no Declarations of Disclosable Pecuniary Interests.

3. UNRESTRICTED MINUTES

RESOLVED

1. That the unrestricted minutes of the Cabinet meeting held on Wednesday 29 January 2020 be approved and signed by the Chair as a correct record of the meeting.

4. ANNOUNCEMENTS (IF ANY) FROM THE MAYOR

The **Mayor** noted a few changes to areas of responsibility for Cabinet Lead Members. Firstly Youth Services would be moving from Councillor Danny Hassell, Cabinet Member for Children, Schools and Young People, over to Councillor Asma Begum, Deputy Mayor and Cabinet Member for Community Safety and Equalities and secondly Contract Services were moving to Councillor Candida Ronald, Cabinet Member for Resources and the Voluntary Sector.

Responsibility for Adult and Community Learning remained with Councillor Motin Uz-Zaman, Cabinet Member for Work and Economic Growth).

All relevant Cabinet Member web pages would be updated to reflect these changes.

Denise Radley, Corporate Director, Health, Adults and Community then updated Cabinet on the Council's preparation work for facing the threat posed

by the Coronavirus. She reminded everyone of the national public health message to 'Catch it, Bin it, Kill it'. The **Mayor** reminded everyone to keep calm and to follow the advice given out by relevant organisations.

5. OVERVIEW & SCRUTINY COMMITTEE

5.1 Chair's Advice of Key Issues or Questions

Pre-Decision Scrutiny Questions and officer responses were received in relation to Agenda Items:

- 6.1 – Liveable Streets Wapping
- 6.2 – Youth Service Review 2019/20
- 6.3 – Determination of School Admission Arrangements 2021/22
- 6.5 – Quarterly Performance and Improvement Monitoring – Q3 2019/20

These were considered during discussion of the relevant agenda items.

Councillor James King, Chair of the Overview and Scrutiny Committee (OSC), also provided Members with an update from their recent meeting. He reported that the meeting had considered a number of issues including:

- Changes in customer services with the closure of One Stop Shops and the move to digital provision of services.
- A report back on a scrutiny challenge session in relation to Premises Charges.
- An update on how the new Children's and Education Scrutiny Sub-Committee was progress following its establishment last summer.
- A review of the decision making around the closure of the One O' Clock Club in Victoria Park and whether the decision had been a Key Decision.

The **Mayor** thanked him for his update.

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

Nil items.

6. UNRESTRICTED REPORTS FOR CONSIDERATION

6.1 Liveable Streets Wapping consultation outcome report

The **Mayor** introduced the report. He highlighted the importance of the Liveable Streets Programme in improving the lives of local people by reducing pollution and traffic whilst encouraging walking and cycling.

In response to questions officers confirmed that the Wapping Bus Gate was a separate development but its effectiveness was being monitored by officers.

The **Mayor** noted the changes proposed including the general aim of enabling better pedestrian access to Wapping High Street. He noted the consultation responses and the Pre-Decision Scrutiny Questions and officer responses. Finally he noted that the proposals would be monitored as necessary and he **agreed** the recommendations as set out.

RESOLVED

1. To note the results of the engagement to date and public consultation of Wapping Liveable Streets.
2. To approve the final scheme design for the Wapping area as part of the Liveable Streets programme (Appendix B to the report).
3. To approve the use of using existing frameworks or term contracts to award an order up to a value of £1.1 million for the completion of the works.

6.2 Youth Service Review 2019/2020 and proposals for change

The **Mayor** moved the report on the review into the Youth Service and proposals for change.

He agreed the reasons for urgency as set out in the report, namely:

- This report was not available for publication by the statutory publication deadline because additional information was required. It is presented for determination at this meeting as it is not possible to defer until the March Cabinet meeting because approval is sought from Cabinet to issue new contracts to existing commissioned providers. These will commence from 1st April 2020 to 31st March 2021. It should also be noted that the report title and a summary of the content of the report were made available as part of the original meeting agenda.

Councillor Danny Hassell, Cabinet Member for Children, Schools and Young People, introduced the report. He highlighted how this provided the high level proposals and that discussions would take place with service providers and young people to determine more details about the shape of individual services. He noted the proposed mix of in-house and outsourced provision and stated that external partners were often able to secure additional funding from sources not usually available to Councils.

In discussion it was noted that areas of coverage, quality of buildings and staffing arrangements would all need further discussions. It was also confirmed that an Equalities Impact Assessment would take place as part of the project.

During discussion, Cabinet also heard from service providers and young people. Concerns were expressed to make sure that a good quality service was still available to young people.

In relation to the proposal to extend existing contracts, the **Mayor** noted concerns that provider costs had increased over time and so an extension at existing contract values could be difficult to manage.

The **Mayor** noted concerns expressed around the proposed budgetary savings and also the impact of cost increases to service providers. He amended the recommendations to highlight his wish for updates on those issues. He also highlighted that further reports would be presented to Cabinet (and potentially Scrutiny meetings) on the review as it progressed.

He then **agreed** the recommendations as amended.

RESOLVED

1. To endorse the proposal set out in the report to create a newly restructured, mixed economy Youth Service subject to further consultation with the Mayor on the overall budget envelope;
2. To approve a new 12 month contract, from 1st April 2020 to 31st March 2021, to all current Community and Voluntary Sectors (CVS) youth activity providers (universal and specialist) in order to provide continuity of provision and to coincide with the implementation of the redesigned youth service in 2021/22 subject to a further consultation with the Mayor over the impact of cost growth on service providers.
3. To note that an update report would be presented to Cabinet later in the process.

6.3 Determination of School Admission Arrangements for 2021/22

Councillor Danny Hassell, Cabinet Member for Children, Schools and Young People, introduced the yearly report setting out School Admission Arrangements. He highlighted the need to balance school places with demand looking at likely demographic changes to come. The hard work of schools and officers was noted in preparing the report.

The **Mayor** thanked everyone for their contributions and noted the Pre-Decision Scrutiny Questions and officer responses. He **agreed** the recommendations as set out including noting the changes to admission numbers at the listed schools.

RESOLVED

1. To agree the admissions policy and oversubscription criteria for admission to Community Nursery Schools/Classes in 2021/22, as set out in Appendix 1 to the report.
2. To agree the admissions policy and oversubscription criteria for admission to Community Primary Schools in 2021/22, as set out in Appendix 2 to the report.
3. To agree the admissions policy and oversubscription criteria for admission to Community Secondary Schools in 2021/22 as set out in Appendix 3 to the report.
4. To agree the schemes for co-ordinating admissions to, Nursery, Reception and Year 7 for 2021/22, as set out in Appendix 4 to the report.
5. To agree the scheme for co-ordinating 'In-Year' Admissions for 2021/22, as set out in Appendix 5 to the report.
6. To agree the planned admission number for each school in Tower Hamlets in 2021/22, as set out in Appendix 6 to the report, noting the change in numbers at:
 - Cayley Primary School
 - Malmesbury Primary School.
 - Olga Primary School.
 - Canon Barnett Primary School
 - Bangabandhu Primary School.
 - Stewart Headlam Primary School
 - Oaklands Secondary School.

6.4 Poplar Baths - Refinancing

The **Mayor** introduced the report. He explained that the PFI arrangements in relation to Poplar Baths required refinancing to ensure best available value to the Council. Underwriting ensured the risk to the Council was covered. He also noted a request to change the second recommendation to clarify the role of officers in actioning the decision. He **agreed** the recommendations with that amendment.

RESOLVED

1. To agree the arrangements for the refinancing of the Poplar Baths Scheme
2. To delegate to the Corporate Director, Resources in consultation with the Corporate Director, Governance, approval for changes to the project documentation to give effect to the refinancing proposal (including but not limited to paragraph 3.41 of the report) and to

finalise and arranging the execution of all arrangements and documents (including those ancillary to the documents mentioned [above]).

6.5 Quarterly Performance & Improvement Monitoring – Q3 2019/20

The **Mayor** introduced the regular performance monitoring report highlighting how it demonstrated how the Council was meeting the Mayor's manifesto promises. He also noted areas that were proving challenging.

He noted the Pre-Decision Scrutiny Questions and officer responses and welcomed Scrutiny oversight of the performance monitoring. He **agreed** the recommendations as set out.

RESOLVED

1. To note the Quarter 3 2019/20 summary status as set out at the beginning of the attached monitoring report;
2. To note the performance of the strategic measures at the end of Quarter 3 2019/20; and
3. To note progress in delivering Strategic Plan activities.

6.6 Revenue and Capital Budget Monitoring Quarter 3 2019/20

The **Mayor** introduced the regular financial monitoring report. He highlighted the financial challenges the Council was facing in light of reduced government funding and increased service pressures.

He also highlighted that the report set out a number of new Capital programme approvals investing in new housing and community hub schemes amongst others.

He **agreed** the recommendations as set out.

RESOLVED

1. To note the Council's projected outturn position against General Fund, Dedicated Schools Budget, Housing Revenue Account and Capital Programme budgets agreed for 2019-20, based on information as at the end of December as detailed in the Appendices to the report.
2. To approve the capital change notes, total of £12.6m to be added into the Council's capital programme, as detailed in Appendix 7 to the report.
3. To note that there are no equalities implications directly resulting from this report, as set out in Section 4 of the report.

6.7 Nomination to Outside Bodies

The **Mayor** introduced the report proposing nominations to two outside bodies. He also agreed the reasons for urgency as set out in the report, namely that:

- Outside bodies have recently advised the Council that, due to changes in their circumstances, previous nominees are no longer eligible to serve on their boards. It is considered appropriate that the Council re-nominates to these positions without delay to ensure outside bodies are able to direct their operations in accordance with their governance rules and the Council's perspective continues to be included in this.

The **Mayor** agreed the recommendation as set out.

RESOLVED

1. To agree the nominations to outside bodies as shown in Paragraph 3.3 of the report.

7. ANY OTHER UNRESTRICTED BUSINESS CONSIDERED TO BE URGENT

Nil items.

8. EXCLUSION OF THE PRESS AND PUBLIC

Nil items.

9. EXEMPT / CONFIDENTIAL MINUTES

Nil items.

10. OVERVIEW & SCRUTINY COMMITTEE

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

Nil items.

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

Nil items.


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

Nil items.

The meeting ended at 7.30 p.m.

MAYOR JOHN BIGGS

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<p style="text-align: center;">Cabinet</p> <p style="text-align: center;">03 June 2020</p>	 <p style="text-align: center;">TOWER HAMLETS</p>
<p>Report of: Will Tuckley, Chief Executive</p>	<p>Classification: Unrestricted</p>
<p>#TowerHamletsTogether: Our response to COVID-19</p>	

Lead Member	Mayor John Biggs
Originating Officer(s)	Afazul Hoque, Head of Corporate Strategy and Policy, Clare Matthews, Corporate Strategy and Policy Manager
Wards affected	All wards
Key Decision?	No
Forward Plan Notice Published	26 May 2020
Reason for Key Decision	N/A
Strategic Plan Priority / Outcome	<p>1. People are aspirational, independent and have equal access to opportunities;</p> <p>2. A borough that our residents are proud of and love to live in;</p> <p>3. A dynamic outcomes-based council using digital innovation and partnership working to respond to the changing needs of our borough.</p>

Executive Summary

This report presents the council's response to the coronavirus pandemic. In one of the most unprecedented time in history the council has rapidly adapted our services and redeployed resources to support local emergency response to the pandemic, simultaneously overseeing a major business continuity effort to ensure that its workforce has been able to continue to work safely and in-line with government guidelines. Doing this effectively has required close cooperation with partners at the national and regional levels, as well as close partnership working with local public sector organisations and civil society.

The council's response has focused on mobilising new ways of working across its workforce very rapidly, ensure our essential services remained resilient, working with partners to support our vulnerable residents and those isolating and ensuring effective governance and performance management structure to support decision making and continuous improvement to our way of working.

Recommendations:

The Mayor in Cabinet is recommended to:

1. To note the contents of this report outlining the council's response to the COVID-19 pandemic and plans for the proposed next steps.

1 REASONS FOR THE DECISIONS

- 1.1 To provide the Mayor and Cabinet with an overview of the structures and wide range of activities undertaken by the council across the borough in response to the COVID-19 pandemic.

2 ALTERNATIVE OPTIONS

- 2.1 Do not review the council's response.

3 DETAILS OF THE REPORT

- 3.1 The World Health Organisation (WHO) classed coronavirus as a pandemic on 11 March 2020 and the Multi-Agency Tower Hamlets Pandemic Plan was activated on the same the day, triggering the creation of the borough's Partnership Pandemic Committee to oversee the local response. Two days later the WHO declared Europe the centre of the global pandemic and the UK Government officially moved into the 'Delay' phase of the national strategy.
- 3.2 Over subsequent weeks, national Government's across the world have introduced a range of stringent suppression interventions to limit the reproduction rate of the virus and protect the capacity of healthcare systems. In the UK these 'lockdown' measures are unprecedented in peacetime, effecting every aspect of peoples' lives including enforcement of social distancing requirements, the closure of schools and the effective shutdown of large parts of the economy. The economic consequences of the 'lockdown' are projected to be historic, with some worst-case scenarios projecting UK economic output to shrink by up to 30% in Q2.
- 3.3 London, like many of the world's major cities, has been affected more seriously than the rest of the UK, with the capital having the highest age-standardised mortality rate of all UK major cities. This can be partly accounted for by the fact that the outbreak occurred earlier in London than elsewhere meaning the virus had more time to spread before 'lockdown' measures were introduced. Recent analysis from the Office for National Statistics has also shown higher levels of deprivation and ethnicity are likely to be compounding the virus' death toll, with deprived and BAME Londoners most exposed and vulnerable.
- 3.4 The significance of such inequality is also seen in the economic fallout from the pandemic. Whilst in general terms London looks to be slightly less affected by the crisis than other regions due to its diverse economic base, the GLA suggests this hides what amounts to a 'Tale of Two Cities' – for example whilst London has a larger share of jobs that can be done remotely, it also has a higher proportion of jobs in sectors that have been shut down. As with previous economic downturns,

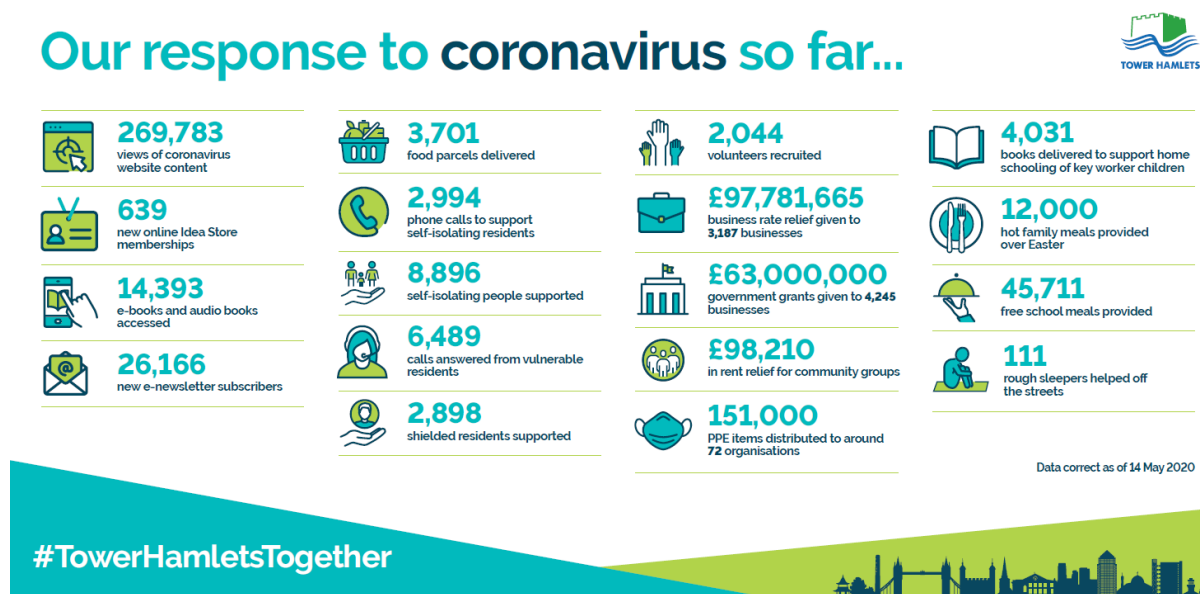
residents in 'lower-skilled' work are more likely to be vulnerable to the negative effects of recession than those in high-skilled graduate jobs.

3.5 It is in these exceptionally challenging circumstances that the council has rapidly adapted its full range of services to re-deploy resources on the local emergency response to the pandemic, and simultaneously oversee a major business continuity effort to ensure that its workforce has been able to continue to work safely and in-line with government guidance. Doing this effectively has required close cooperation with partners at the national and regional levels, as well as close partnership working with local public sector organisations and civil society.

3.6 The council's response has focused and delivered the following:

- A collective political and organisational leadership during the pandemic has delivered strong support to residents at a uniquely challenging time
- Our essential services across the council have remained resilient
- We have where necessary, reduced and/or adapted services to cope with the pandemic – This has largely been effective
- The peak in hospital discharges was significantly lower than expected and our services have coped well – we have not needed to use the Care Act Easements
- We have delivered on significant additional responsibilities – shielding, food/support for vulnerable people, testing, PPE, business grant and support
- Pandemic Committee, Borough Resilience Forum & internal BECC/Gold/silver arrangements have worked well – all adapted to the specific circumstances of Covid-19
- All within the context of the significant impact of Covid-19 on residents, businesses and civil society
- We have developed new ways of working, very rapidly and supported staff and our delivery partners to continue with delivering

3.7 The table below provides a summary of some of our key deliverables so far:



3.8 Appendix 1 provides a more detailed report of the council's response and some of our key deliverables up to 8th May 2020. Appendix 2 sets out governance structure that has been established to lead on response to the pandemic setting out responsibility at strategic, tactical and operational levels of decisions. The structure chart incorporates work with a range of local partners who have been key to the borough wide response. Finally, Appendix 3 provides the performance dashboard as

of 14th May 2020 which provides weekly update on key performance measures across the silver groups and this is reported to CLT Gold and Pandemic Committee.

Next Steps

- 3.9 We have started work with partners and other stakeholders to develop what reconstitution and recovery will look like. Our approach is to:
- ensure the social, economic and health recovery of the borough
 - coordinate multi-agency and cross-sector approach to ongoing pandemic responses and recovery
 - ensure a safe transition out of lockdown for the council and its residents
 - reconstitute and recover (an updated set of) council services, democratic processes, and priority projects
 - review and manage budget implications of the pandemic to ensure financial sustainability
 - review, update and embed transformation and change
 - recognise effort and commitment of staff and community during crisis
 - support the healing process, following the loss of friends and colleagues
 - secure successful, timely step down of the lockdown and recovery phases moving to a new normal
 - learn from our experiences of dealing with the pandemic and feed that into our future work
 - ensure consistent council and partnership information and communication
- 3.10 Our framework for reconstitution and recovery will focus on the following seven areas:
- Continuing pandemic response
 - Getting back to business
 - Workforce and wellbeing
 - Dealing with the impact
 - Making most of new way of working and innovation
 - National and local priorities
 - A new landscape
- 3.11 Discussions have begun already with statutory and non-statutory partners and community leaders about how we can collectively support the borough through the on-going pandemic and recovery. A separate report which provides more details is on the Cabinet agenda.

4. EQUALITIES IMPLICATIONS

- 4.1 The council has a legal duty under the Equality Act 2010 to eliminate unlawful discrimination, advance equality of opportunity and foster good relations. The council's equality policy sets out a clear commitment to ensure equality is at the heart of everything we do from the money we spend, the people we employ, to the services we provide. The policy applies to all aspects of the council's functions and is especially pertinent at the time of a pandemic.
- 4.2 As a borough we have worked alongside our statutory partners, Voluntary and Community Sector (VCS) organisations, faith organisations and businesses to ensure the varying needs of our residents are met at this extraordinary time. All residents will be impacted by COVID-19 in some way or another and it is important that as a local

authority we recognise this and have the appropriate provisions in place to help mitigate any impact where possible.

- 4.3 Initial broad scoping of the potential equality risks and impacts categorised by protected characteristic but also including other vulnerable groups has taken place. This information has been collated with some engagement with the boroughs Voluntary and Community Sector Organisations and council services but much more engagement will be needed to develop a comprehensive picture. As we develop a more detailed understanding of the impact and needs in Tower Hamlets around COVID-19 and what our collective response looks like, we will generate a more sophisticated understanding of the equalities picture.
- 4.4 Through national and regional data we know that older people, those with underlying health conditions and BAME people are particularly vulnerable to coronavirus. In terms of other groups, it is too early to have conclusive data about groups proportionately affected directly by coronavirus, from a health perspective. We would expect that socio-economic deprivation would be a major factor in increasing susceptibility to worse health outcomes relating to COVID-19. As the data picture becomes clearer, we will need to adopt our response accordingly.

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.

6 COMMENTS OF THE CHIEF FINANCE OFFICER

- 6.1 The financial effect from Covid-19 response related expenditure, reduced income (including Business Rates, Council Tax and fees/charges) and the implementation timing of agreed savings will need to be monitored through 2020-21 budget monitoring and considered as part of the 2021-24 medium term financial strategy (MTFS) budget setting process.
- 6.2 A report on the Council's financial response to the Corona virus (COVID-19), agreed by Individual Mayoral Decision on 9 April 2020, is available through the link provided in the Background Documents section below.

7 COMMENTS OF LEGAL SERVICES

- 7.1 To enhance the ability of public bodies, across the UK, to provide an effective response to tackle COVID-19 the Government enacted the Coronavirus Act 2020 (the Act). The legislation is time-limited for two years. The Act allows the UK government to switch on the new powers when they are needed and to switch them

off again once they are no longer necessary; based on the advice of Chief Medical Officers.

- 7.2 The Act contains provisions relating to a range of local authority functions. The Government has also issued various COVID-19 guidance. These and the legislation have been applied by the council when carrying out relevant functions/duties. **The responses set out in the report are within the council's general powers.**
- 7.3 Changes to the council's services which result in changes to services, staffing levels, roles and employment terms and conditions must be in line with the council's organisational change procedure and relevant legislation.
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Linked Reports, Appendices and Background Documents

Linked Report

- None

Appendices

- Appendix 1 – #TowerHamletsTogether: Our response to COVID-19 report
- Appendix 2 - Tower Hamlets Pandemic Response Structure
- Appendix 3 – CLT Gold Dashboard

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

- **The Council's financial response to the Corona virus (COVID-19)**, Individual Mayoral Decision, 9 April 2020
<http://democracy.towerhamlets.gov.uk/documents/s166123/193%20-%20IMD%20Covid%20Finance%20Report.pdf>

Officer contact details for documents:

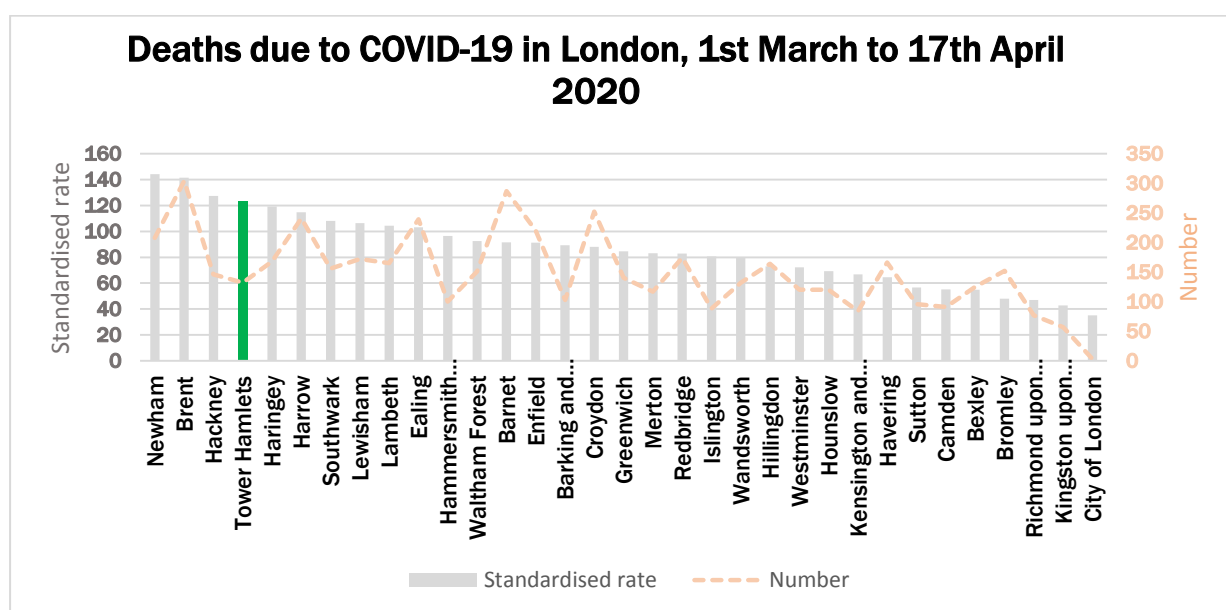
Or state N/A

#TowerHamletsTogether: Our response to COVID-19



1 Introduction

- 1.1 The World Health Organisation (WHO) classed coronavirus as a pandemic on 11 March 2020 and the Multi-Agency Tower Hamlets Pandemic Plan was activated the same day, triggering the creation of the borough's Partnership Pandemic Committee to oversee the local response. Two days later the WHO declared Europe the centre of the global pandemic and the UK Government officially moved into the 'Delay' phase of the national strategy.
- 1.2 Over subsequent weeks, national Governments across the world have introduced a range of stringent suppression interventions to limit the reproduction rate of the virus and protect the capacity of healthcare systems. In the UK these 'lockdown' measures are unprecedented in peacetime, effecting every aspect of peoples' lives including enforcement of social distancing requirements, the closure of schools and the effective shutdown of large parts of the economy. The economic consequences of the 'lockdown' are projected to be historic, with some worst-case scenarios projecting UK economic output to shrink by up to 30% in Q2.
- 1.3 London, like many of the world's major cities, has been affected more seriously than the rest of the UK, with the capital having the highest age-standardised mortality rate of all UK major cities. This can be partly accounted for by the fact that the outbreak occurred earlier in London than elsewhere meaning the virus had more time to spread before 'lockdown' measures were introduced. National analyses show that death rates are strongly linked to deprivation and ethnicity, with death rates significantly higher in certain lower paid occupations (including taxi drivers, bus drivers and carers) and amongst Black and Bangladeshi groups.

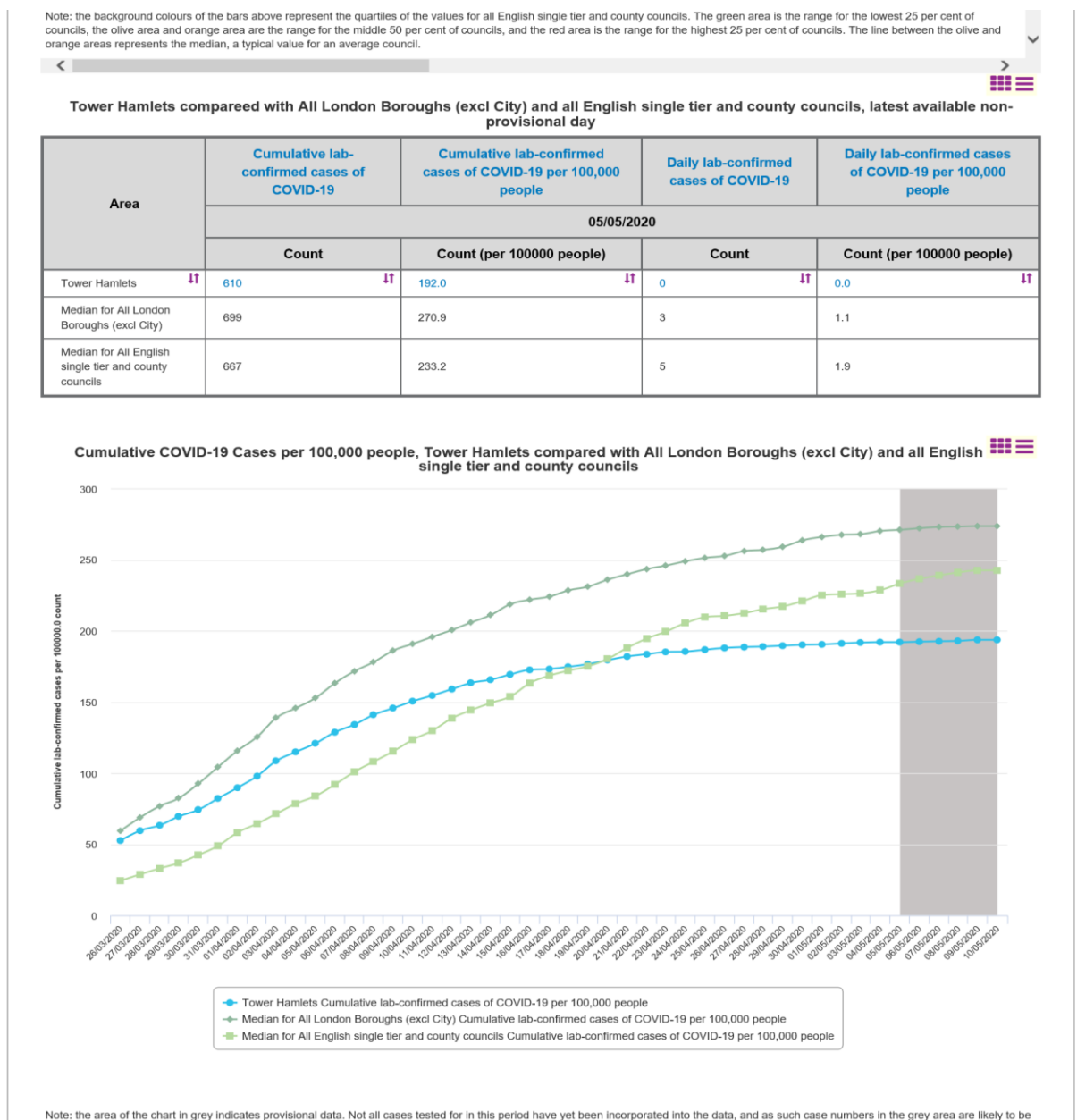


Graph 1

- 1.4 The Office for National Statistics published detailed analysis of Covid-19 related deaths between 1 March and 17 April 2020. The same level of detailed analysis is not yet available for more recent deaths. The analysis showed that in that period, 132 Tower Hamlets residents died due to Covid-19. This figure has increased since and further details can be found in in paragraph 1.80. Comparison with other London Boroughs showed:
 - Based on the number of COVID-19 deaths, Tower Hamlets is 19th highest out of 32 London Boroughs

- Based on age-standardised mortality rates - which adjusts for age - Tower Hamlets has the 4th highest mortality rate due to COVID-19 in London during this period
- COVID-19 mortality rates in Tower Hamlets are significantly higher for both men and women when compared to England
- COVID-19 mortality rates in Tower Hamlets are significantly higher for women when compared to London but rates are similar for men

1.5 The Clinical Effectiveness Group in Queen Mary University have shared analysis with us on the number of cases of Covid-19 identified on GP databases (not deaths but suspected or confirmed cases). We currently only have the headlines, but these have indicated that when adjusted for age, the prevalence rate for South Asian (primarily Bangladeshi) is 1.9 times and for Black ethnicity 1.6 times the white population.



Graph 2 Tower Hamlets cumulative cases per 100,000

1.6 As of 11 May there were 615 cases. The graph shows cumulative cases since the start of the epidemic. These show that the Tower Hamlets trajectory of lab confirmed cases has in

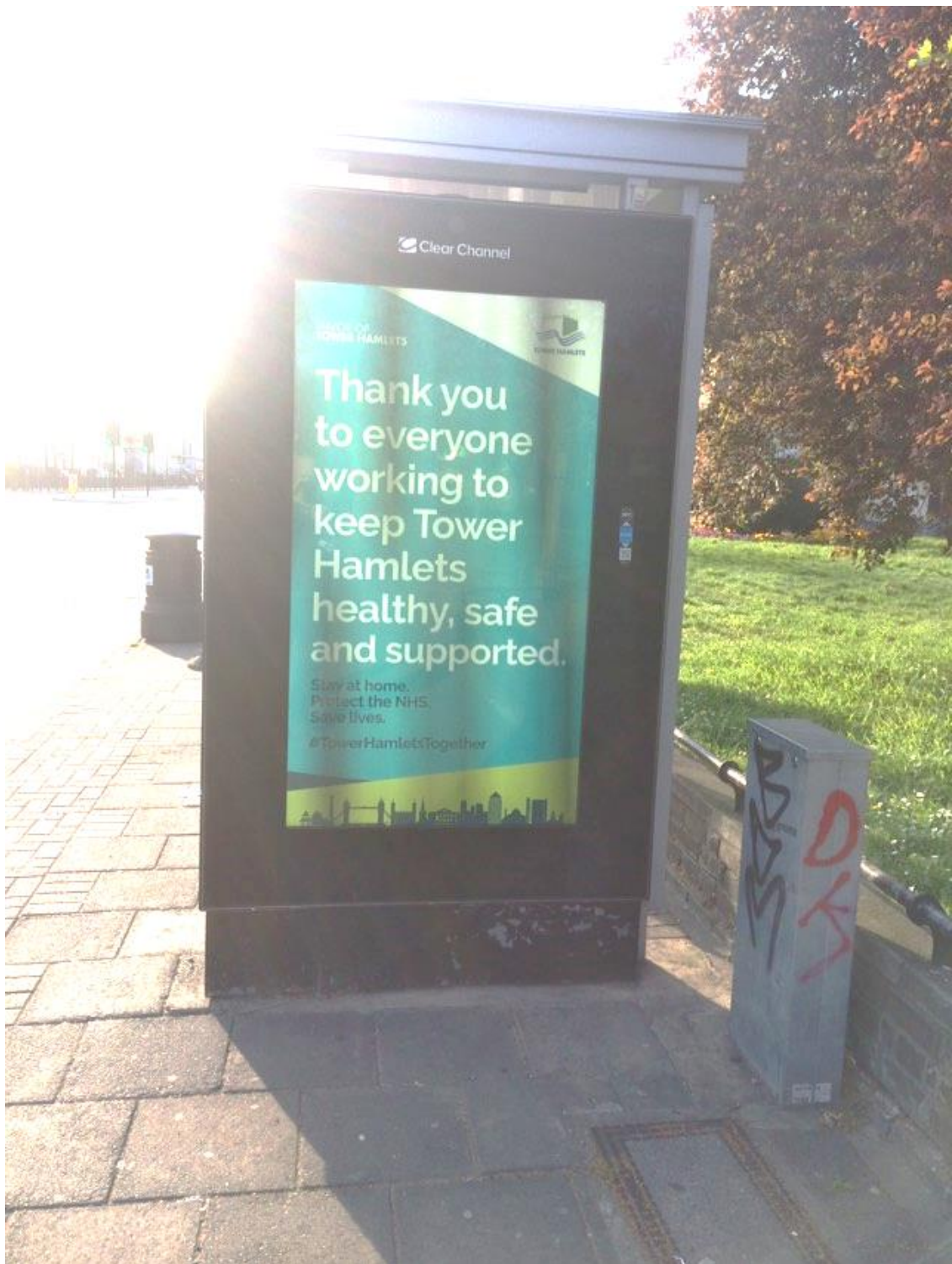
general followed the pattern of London, but overall rates have tended to be lower. This reflects the young population age profile of London (older people are more likely to have been tested because until recently testing happened almost exclusively in hospitals). As is the case with the rest of London, cumulative numbers have now plateaued (ahead of the rest of the country as the epidemic wave started earlier in the capital)

- 1.7 There has also been significant economic fallout from the pandemic. Whilst in general terms London looks to be slightly less affected by the crisis than other regions due to its diverse economic base, the GLA suggests this hides what amounts to a 'Tale of Two Cities' – for example whilst London has a larger share of jobs that can be done remotely, it also has a higher proportion of jobs in sectors that have been shut down. As with previous economic downturns, residents in 'lower-skilled' work are more likely to be vulnerable to the negative effects of recession than those in high-skilled graduate jobs.
- 1.8 It is in these exceptionally challenging circumstances that the council has rapidly adapted its full range of services to re-deploy resources on the local emergency response to the pandemic, and simultaneously oversee a major business continuity effort to ensure that its workforce has been able to continue to work safely and in-line with government guidelines. Doing this effectively has required close cooperation with partners at the national and regional levels, as well as close partnership working with local public sector organisations and civil society.

Local Resilience Arrangements

- 1.9 In early March 2020, the borough's COVID-19 Pandemic Committee was set up chaired by Director of Public Health, Somen Banerjee. The Committee brings together partners including the council, Bart's Health, East London Foundation Trust, GP Care Group, Clinical Commissioning Group, London Fire Brigade, Metropolitan Police and Tower Hamlets Council for Voluntary Services and acts as the main forum for overseeing the strategic, multi-agency response to the pandemic as well as the implementation of the Pandemic Plan. Beneath the Pandemic Committee, and reporting directly into it, are a series of 'Silver' groups that coordinate partnership activity across key operational areas – these include Health & Social Care, Children's Services, Community Mobilisation, Excess Deaths and Communications (the Tower Hamlets Pandemic Response Structure can be found at Appendix 2)
- 1.10 As the pandemic escalated, the council's Corporate Leadership Team (CLT) was constituted as a 'Gold Command' group to provide the executive oversight and decision making in respect of the council's pandemic response, as well as overseeing its risk and issues register and ensuring business continuity arrangements were implemented. Alongside the formation of 'Gold Command', the Borough Emergency Control Centre (BECC) was activated on 20 March, to monitor the council's operational response to the pandemic. The BECC has been operating seven days a week, initially providing a daily (now weekly) situation report on the resilience of key council services and a Horizon Scan flagging future issues. The situation report, once signed off by CLT, is reported into the London Local Authority Gold (LLAG) to assess resilience of council services across all London boroughs.
- 1.11 In addition, the London Borough of Tower Hamlets Resilience Forum (BRF) brings together Category 1 Responders (organisations at the core of emergency response e.g. emergency services, local authorities, NHS bodies) and, as and when required, Category 2 Responders (e.g. Health and Safety Executive, transport and utility companies - "co-operating bodies") and representatives from the voluntary, faith and business sectors. It seeks to ensure that multi-agency emergency planning, emergency response and consequence management are undertaken in a coordinated manner, based upon locally agreed priorities. The forum, chaired by Richard Tapp, (Borough Commander) London Fire

Brigade receives daily updates from London Resilience Forum and maintains and manages the Borough risk register and ensures resilience.



Health & Social Care Silver Group

- 1.12 The Health & Care Silver Group is the main forum for coordinating the maintenance and, where required, adaptation of essential health and social care services within Tower Hamlets to maximise the availability of provision during the pandemic and trouble shoot major risks. It has created a series of 'Bronze' groups to address specific risks and issues identified during the pandemic, enabling Silver to ensure service resilience, quickly

redeploy resources and protect the most vulnerable by providing they receive the care they need.

- 1.13 Meeting on a weekly basis the group, Chaired by the Joint Director of Integrated Commissioning, brings together senior managers from across primary care, acute care (hospitals), community healthcare, adult social care, public health, housing options (homelessness), substance misuse and adults safeguarding. The group has benefited from already strong health and social care partnership arrangements through the Tower Hamlets Together (THT) partnership.

Personal Protective Equipment (PPE)

- 1.14 Many of the council's services and those provided by its partners or commissioned providers require Personal Protective Equipment (PPE) to safely deliver care and support, especially those operating in the provision of personal care. The supply of PPE to those who need it has become a key concern of the pandemic, as international supply chains have become stretched and national distribution arrangements struggled to keep pace with demand. Locally, some adult social care providers have reported difficulties obtaining PPE with providers raising concerns that stocks are being diverted to the NHS. Other providers have been successful in sourcing PPE supplies themselves, but the situation is fluid and can change on a weekly basis.
- 1.15 In order to provide greater resilience to local supplies of PPE the council has built up its own PPE stockpile providing a 72-hour supply of PPE that commissioned external services in Tower Hamlets can use in the event of supply chain failure. The council has also joined a pan-London procurement initiative to secure an interim provision of PPE to provide boroughs with contingency supplies of equipment for a six-week period while Clipper (the central government route for procuring of PPE) is mobilised.
- 1.16 To date more than 151,000 items of PPE have been provided to care home staff, as well as for residents with caring responsibilities and other frontline staff who are maintaining essential services.
- 1.17 To access these supplies the council has established clear pathways for care providers to follow, and PPE guidance has also been issued by the council setting out the type of equipment that should be used in different scenarios and settings. Throughout the pandemic, public health has provided PPE and social distancing advice to staff and stakeholders. Consistent guidance drawn up by public health on PPE usage has been agreed and communicated to teams and providers – for both health and social care staff and non-health and social care staff. Guidance and training on use of PPE has been shared and disseminated across health and social care partners – a virtual training session for carers and those with personal budgets and direct payments has been held by GP Care Group.

Hospital discharge & surge planning

- 1.18 A core challenge related to pandemic planning was the expected surge in demand for acute health care, and the additional pressure this would place on social care services to support timely discharge in order to keep hospital beds effectively utilised. The Government published new national service requirements for hospital discharge on 30 March, directing all hospitals to establish an 8am-8pm, 7 days a week discharge service to facilitate the discharge of all medically optimised patients.
- 1.19 To help meet this challenge, an Integrated Discharge Hub was established at the Royal London Hospital within the space of a week to speed up the process of discharging non-emergency patients from acute care into residential or home-based care. The Hub draws together a multi-disciplinary team of social work, nursing, Occupational Therapy, Physio

and Brokerage professionals from across the partnership. Standardised packages of care are offered at the point of discharge, followed by a more personalised review and care package one - two weeks following hospital discharge.

- 1.20 Over 300 patients have been referred through the service since the end of March, with just over 50% of these Tower Hamlets residents. 90% of patients have been successfully discharged home with care and support, with the remaining 10% discharged to nursing and residential homes, supported accommodation, and newly commissioned step-down facilities. 25% of patients have been discharged the same day, and over 50% within one day, a significant improvement in performance compared to historical discharge times. Capacity is generally holding up well. Significant progress has also been made on finalising and integrating the homeless and rough sleepers discharge pathway.

Care Worker Recruitment

- 1.21 Although the care sector in Tower Hamlets has remained resilient throughout the pandemic and has not faced significant capacity issues, the partnership helped prepare local providers for a projected surge in demand by developing a multi-channel recruitment campaign to attract new and returning recruits to care work.
- 1.22 To date the council has received over 170 enquiries and made over 60 onwards referrals to providers. The campaign will continue for the time being as the partnership recognises the medium- and long-term benefits of securing additional capacity for the sector, especially as contingency for a possible second peak of the virus.

Care Homes and Care Providers

- 1.23 Care homes have been on the frontline of managing the pandemic, with the specific vulnerabilities of elderly residents to COVID-19 representing a specific challenge in terms of infection control and management. In addition, there has been an understandable level of anxiety within the workforce about the risks of the virus to the people they care for, themselves and their families.
- 1.24 The council has worked in partnership with local NHS healthcare providers to ensure that our care homes have a “wrap around” offer of support from all relevant primary and community healthcare professionals. Staff from Integrated Commissioning and Public Health have been supporting care homes to prevent transmission of the virus and where people do become infected, to manage the situation effectively.
- 1.25 Clinical support has been put in place to ensure services have access to support for infection control, appropriate use of PPE, and access to primary care and community nurses. An operational plan for care homes summarising how care homes are responding to COVID-19, what support is in place, and arrangements across the system has been drawn up whilst a weekly, virtual forum has been set up where issues can be discussed and explored.
- 1.26 The council has also worked closely with homecare providers, creating additional capacity totalling approximately 3800 extra care hours per week to help manage any increased demand as a result of the pandemic. Our partners in East London Foundation Trust have also responded to concerns and queries around PPE by delivering several formal and informal training sessions, as well as ensuring that providers have a steady supply of PPE through the mutual aid scheme

Homelessness & rough sleepers

- 1.27 On 27 March, the Government issued a directive to local authorities to house all rough sleepers, meaning the council has been required to house all genuinely street homeless people or those at real risk of rough sleeping regardless of whether individuals have a

‘priority need for accommodation’, local connection to the borough or ‘recourse to public funds’.

- 1.28 These individuals have been provided with accommodation by the council through hotels and additional hostel capacity being funded to ensure the homeless and rough sleepers have shelter where they can self-isolate. As of 6 May:
- 124 rough sleepers have been found a place to stay by the council
 - 16 known to remain rough sleeping – for various reasons
 - 350 rough sleepers from across London have been housed by the GLA in hostels in Tower Hamlets
- 1.29 A protocol for managing any potential outbreaks in hostels accommodation has been approved for use and support is being offered to existing hostels and additional hotel sites to implement this. Additional support services through primary care, community nurses and substance misuse services has been put in place, and additional capacity to meet demand is being sought. Supply has been identified at one hotel in-borough for individuals needing to self-isolate with en-suite provision and with onsite provision of meals. This is our main site for hospital discharge cases. The discharge pathway is currently working well, and the numbers of homeless people/rough sleepers being discharged through it are low and expected to remain low

Medicines

- 1.30 Additional clinical prescribing resource for substance misuse clients has been sourced through Reset. Strikingly, the number of new referrals to Reset in April 2020 was 201, compared to 207 for April-June 2019/20. An end of life medicines pathway has been agreed and a shielding medicines pathway has also been agreed. Issues with the supply of some controlled drugs have been resolved.

Maintaining and adapting essential services

- 1.31 Improved Access to Psychological Therapies services have been adapted to help address psychological health concerns caused/aggravated by COVID-19. An East London NHS Foundation Trust operated mental health crisis hub is currently operating well. An additional 24/7 mental health crisis phone line has been opened and higher call volumes are being recorded. These measures ensured that people whose primary concern was a mental health issue and did not need physical health care, could be supported appropriately.
- 1.32 Mapping has been undertaken across partners to show where services are changing due to COVID-19 and to ensure there are no adverse impacts across the system. Adult social care has prioritised urgent responses and safeguarding cases.

Care Act Easements

- 1.33 As a result of the 2020 Coronavirus Act, local authorities now have the ability to put Care Act ‘easements’ in place. These are emergency and temporary measures in relation to adult social care.
- 1.34 Putting ‘easements’ in place mean that a local authority would not need to assess or determine a person’s eligibility for care under the 2014 Care Act, but would need to meet a person’s care and support needs if they were considered necessary for the purpose of avoiding a breach of the adult’s human rights (this is called a ‘stage 3’ easement); and/or that a local authority would move to prioritise the whole system of care and support, allocating resources from some services not under pressure to support those that are (this is called a ‘stage 4’ easement). A local authority should only put easements in place when – as stated in national guidance - ‘the workforce is significantly depleted, or demand on

social care increased, to an extent that it is no longer reasonably practicable for it to comply with its Care Act duties (as they stand prior to amendment by the Coronavirus Act) and where to continue to try to do so is likely to result in urgent or acute needs not being met, potentially risking life’.

- 1.35 We have not put easements in place and our current assessment at the time of writing is that the risk of having to do so is very low. The approach we have taken to date is to respond to the pandemic within the flexibilities of the 2014 Care Act, including the prioritisation of urgent adult social care assessments. However, work has been carried out through a Bronze Care Act Easement group so that we are prepared and have a clear approach if this situation was ever to change. To this end, information about our planning and potential future usage of Care Act easements has been developed and has been sent out to providers, the Carer Centre, Healthwatch Tower Hamlets, information and advice providers, our local user-led organisations and to groups representing people with lived experience of social care.



Shielding the Vulnerable

- 1.36 The Government has instructed around 2.5 million people in the UK who are considered to be extremely medically vulnerable to COVID-19 to ‘shield’ - stay at home and stringently isolate – for three months in order to reduce their risks of infection. This group is defined by a certain medical condition and the Government has placed a duty on local authorities to assist people who are shielding to access food, medicines, or social support.
- 1.37 The number of Tower Hamlets residents who are ‘shielding’ is dynamic as new lists are regularly provided to the council by NHS England and local health services, however at the time of writing there were more than 8,500 residents in our borough considered to be extremely clinically vulnerable. The council has worked closely with NHS England and the GP Care Group to contact the extremely vulnerable individuals, flagging individuals in the database used by social care so that social care staff are aware of which people should be Shielding and can prepare accordingly when providing direct care. Local care homes have also been contacted about shielding individuals in their care.
- 1.38 The council and partners have undertaken a substantial call-out operation to contact these individuals and assess their needs and has involved over 150 staff from across the council, East London Foundation Trust, GP Care Group and the Clinical Commissioning Group.

These organisations have worked together to put in place support pathways to meet everything from urgent food needs to ongoing care navigation support.

- 1.39 So far over 4,420 residents (as of 22 May) have been contacted, which has resulted in over 750 individuals being delivered urgent food parcels, 180 provided with immediate financial advice, as well as over 500 referrals for ongoing social and practical support from LBTH's community navigators, social prescribers in primary care, and ELFT's care navigators. This will have a tangible impact on the health and wellbeing of our most vulnerable residents during the pandemic.

Children's Silver Group

Children's Social Care

- 1.40 Staffing in the Multi-agency safeguarding hub and assessment and intervention teams has remained strong and work done at an early stage to split the service and reduce the risk of any possible infection has worked well. The assessment and intervention team are still seeing 75% of families face to face in order to complete section 47 safeguarding investigations, as well ensuring that they can complete assessments with a visit to the home and have contact with the young person. It is anticipated that there will be a significant increase in child protection referrals when schools return, and this could also impact on placements.
- 1.41 We have maintained contact with Children In Need/Children on a Child Protection Plan via telephone and video calls as well as face to face visits for our most vulnerable young people. Through-out the current emergency we have also maintained close contact with all of our Looked-after young people. We have increased phone and social media contact with care leavers to help address issues they have raised such as struggling with a lack of routine and maintaining a healthy diet. Some young people were also prioritised by the Through Care Team for face to face visits and all care leavers have been receiving regular food parcels.
- 1.42 We have maintained regular contact with our foster carers to ensure that they receive sufficient support in managing to look after our young people placed with them. Pathways mapping has been carried out with health colleagues to determine actions required if a Foster Carer becomes unwell with COVID-19.

Schools

- 1.43 Schools closed on 20 March following the government announcement. In Tower Hamlets, as of 4 May, 77 schools were open with an average of 200 children accessing places who are both key workers and vulnerable children. For schools who were unable to remain open owing to staff self-isolating, alternative provision was provided at a neighboring school, or a Hub school such as Manorfield and Blue Gates Field. Many of those schools chose to remain open over Easter, including Bank Holidays, thereby allowing critical worker parents to go to work and leave their children in a safe, fun environment.



- 1.44 We have been developing guidance for schools on a number of issues including around social distancing and encouraging attendance of vulnerable children. We currently have around 12% of vulnerable children in school, slightly above the national average and are working with schools to get a better picture of which pupils should be attending and reasons why if not. Work will also be carried out to develop messaging to help respond to the concerns of parents around the risk of infection. We have also been working with schools to identify staff who require COVID-19 tests.

Responding to Domestic Abuse

- 1.45 One of the main concerns identified at the outset of the 'lockdown' was the potential for a sharp increase in the levels of domestic abuse (DA) and the charity Refuge has reported a 25% increase in calls to their national advice hotline. At a local level, the anticipated surge in referrals and incidents has taken longer to emerge than originally expected, but an increase in demand is now being seen. Over the course of the last month, the level of demand and notification has increased for both community safety and for children's social care and the council is now seeing referral rates that are at least in line with what would be expected at this point of the year, and against some measures, the demand is now beginning to exceed what would normally be expected.
- 1.46 This pattern is not isolated to Tower Hamlets, with other councils and local police colleagues confirming that the slower than expected emergence of this pressure was being experienced across the London region.
- 1.47 Throughout 'lockdown' the council has continued to proactively promote campaign messages through the creation of a dedicated violence against women and girls (VAWG) COVID-19 webpage and the VAWG service directory has been updated to ensure that victims and professionals are aware that help is still available - "youarenotalone" messaging. The VAWG Team has also implemented a Virtual Multi Agency Risk Assessment Conference (MARAC) process which is critical to protecting high risk victims of DA and so far, two virtual MARACs have taken place.

- 1.48 Tower Hamlets VAWG service provides an internal dedicated VAWG duty phone line for professionals. This continues to operate well and has had an increase in contact since lockdown from social care professionals. Our VAWG specialist training is all now undertaken remotely and webinars are in place to deliver this.
- 1.49 It is widely anticipated that the return of children to schools will result in a further wave of referrals with a DA component. Experience from previous school summer holiday period (which also coincides with the seasonal rise in DA incidents) results in a spike in demand.
- 1.50 With regards to other crime and ASB in Tower Hamlets since the pandemic started, the following data provides an overview. This is a comparison of police recorded crime for the periods 5 January 2020 to 5 April 2020 compared to same period in 2019, and 31 March 2020 to 13 April 2020 compared to the same period in 2019.
- Burglary down 7% (down 30% in last two weeks)
 - Robbery down 5% (down 66% in last two weeks)
 - Violence with Injury (Non-Domestic Abuse) has remained the same (down 46% in last two weeks)
 - Anti-Social Behaviour reports to the police up 2% (up 152% in last two weeks).
 - ASB requests to the Council have increased 3% Q4 19/20 compared to Q4 18/19.
 - Reports of noise nuisance to both the Council and Tower Hamlets Homes have increased by 34% for the period February to April 2020 compared to last year.
 - Reports to the Environmental Services noise nuisance team have increased by 18% for the period February to April 2020 compared to last year.



Parks

- 1.51 A joint decision was made with the Police to close Victoria Park on 25 March as a significant number of visitors were failing to observe social distancing advice. New control measures and reduced opening hours were implemented and Victoria Park was reopened on 11 April, with regular patrols by the parks teams, volunteer park wardens, Tower Hamlets Enforcement Officers (THEOs) and the police. The reopening of the park has been welcomed by residents and allows people to undertake exercise and contributes to maintaining the wellbeing of local people.

Community Mobilisation Silver Group

Customer Contact

- 1.52 The council set up a dedicated COVID-19 Helpline (0207 364 3030), a web based COVID-19 self-isolation support request form and the COVID-19@towerhamlets.gov.uk email. The Helpline focusses on supporting residents that are Shielding and as at 22 May, 7,325 calls have been logged of which nearly 33% were from extremely vulnerable residents. All other residents who are not classed as being at the highest risk of severe illness from coronavirus, or who are not extremely vulnerable are routed into support via the online form on the council's website. The email provides a central address to receive offers of support, requests and queries from residents and business.

Self-Isolation Referral Support

- 1.53 As of 22 May, we have received 3,786 self-isolation support referrals in the LBTH Self-Isolation inbox. These are people who are self-isolating who need some kind of information, advice or support. The vast majority have come from the online form completed by either the resident or customer services on their behalf. Referrals are made to the appropriate support pathways to meet their need(s), such as food provision, financial support and advice or ongoing care needs.

Volunteering Hub

- 1.54 The COVID-19 Volunteering Hub has been commissioned by the council and set up and run by Volunteer Centre Tower Hamlets (VCTH), in liaison with a link officer at the Council. As of 22 May, VCTH has registered 2,083 residents to volunteer, with a total of 2,011 volunteers matched to roles. Roles for partner organisations include fundraisers/bid-writers, telephone survey volunteers, hot food delivery drivers and telephone befrienders for vulnerable adults. The 805 volunteers recruited to roles for the council have included shoppers for vulnerable residents (collecting pre-paid shopping), food sorters and packers, assistant park rangers and toy bag collectors for the children and families support team.

Voluntary and Community Sector

- 1.55 In total, as of 22 May, 74 VCS organisations are listed as offering support services on the council's website by the following categories:
- Social support Services – 25
 - Health and wellbeing – 11
 - Advice and information – 39
 - Education and entertainment resources – 7
 - Food – 7
 - Volunteering – 1
- 1.56 The Mayor has agreed to grant rent relief to community-based organisations that lease premises from the council for the period 1 April to 30 June 2020. This amounts to £98,210 in financial support. During the same period, he has guaranteed continued funding for VCS organisations that the council funds including Local Community Fund (LCF), Small Grants and commissioning – £675k for LCF alone in this period.
- 1.57 Community Navigators and Social Prescribers have referred 332 residents to telephone befriending services provided by VCS organisations via the social support pathway.

Food Provision

- 1.58 As of 22 May, we have delivered food parcels to 3,949 households in the borough, supporting 11,220 residents. Of these 3,228 residents were in households where at least one person was shielding. We have been actively supporting local food providers including schools, food banks and hot meal providers to meet increased demand for food due the crisis. We matched food providers with corporate donations and food supplies, as well as

providing support with storage and logistics. We have supported the Bow Food Bank and First Love Foundation funding £7,384 through our innovation funding which enabled each organisation to access nearly £11k funding each through our crowd funding platform.

- 1.59 We are engaged with 23 VCS food providers including four schools and offered capacity support with funding and access to supplies, so they can meet demand and increase their capacity and offer.
- 1.60 We formed a partnership with A Plate for London, a new social enterprise, to provide free hot meals to families in need over the Easter school holidays. In total, there was 12,000 free hot meals handed out across nine locations in the borough to families with children in need. The partnership has also provided employment to 12 chefs who have been affected by the closure of restaurants during the coronavirus lockdown.



Voluntary Community Sector NCC Food Hub

- 1.61 In partnership with the New City College (NCC), we have set up a VCS food hub, which gets deliveries of surplus food from Felix Project, City Harvest and Fairshare, a minimum of three times a week. The hub commenced operations on 4 May and with two vans, we successfully distributed in excess of 1,000kgs of food to 15 local VCS food providers. We also distributed more than 100 ready meals including to the Salvation Army and we are seeking to increase this to 500 going forward and subject to availability. We delivered smoothies to staff at Royal London, two hostels and homeless people in hotels in Tower Hamlets. The service is staffed by five council officers and four volunteers, which was adequate for the level of work and it allows safe physical distancing arrangements.

Faith

- 1.62 The Interfaith Forum and its members have been actively supporting several workstreams including community mobilisation and excess death work stream. Local faith organisations have been running food hubs providing food to vulnerable residents, supporting with shopping and medications. Faith groups have also been key to supporting residents with bereavements including with funeral arrangements. The council has worked with faith organisations to provide information on celebrating major religious festivals such as Easter and Ramadan in a safe manner which adheres to government guidelines. Messages for faith communities around prayers and funerals is ongoing, and the work crosses over with the excess deaths workstream. Information on hospital chaplaincy, death and funeral guidance, focussing on the Tower Hamlets context, posted to the Tower Hamlets website and included in resident's newsletter. Published Inter faith/community message of reassurance concerning these issues agreed with partners.

Hardship & Financial Support

- 1.63 We have referred 333 residents for debt support through the self-isolation email. Table 1 below illustrates the impact of COVID-19 and easing of the eligibility criteria on the Resident Support Scheme. It shows the average daily spend (broken down by fuel and food) in each of the last two weeks, compared to average daily spend for a standard month in 2019. Between 25 March and 22 May, the Resident Support Scheme awarded a cumulative total of £61,402 to COVID-19 related application to 603 applicants

Fund Name	Fuel	Food	Total Daily Spend
Average daily spend in week up to 8 May	£606	£1,505	£2,111
Average daily spend in week up to 1 May	£576	£1,385	£1,961
Average daily spend in typical month before COVID	£5.50	£24	£29.50

Table 1 Average daily RSS spend

Communications Silver Group

- 1.64 During the pandemic, our communications work has helped to support the organisation and our services as they have changed, along with ramping up the frequency of our channels to provide vital information to residents, partners, stakeholders and members.

Partnership

- 1.65 A communication partnership group has been formed and meets weekly bringing together Bart's Health, Clinical Commissioning Group, GP Care Group, East London Foundation Trust, Canary Wharf Group, East London Business Association, Interfaith Forum, Tower Hamlets Homes, Poplar Harca and Swan. The group coordinates borough communications, such as around Ramadan and domestic abuse, using multiple channels to reach our residents.
- 1.66 We also sit on the weekly London Councils communications call, sharing materials and best practice with other local authorities.

#TowerhamletsTogether

- 1.67 We launched #TowerHamletsTogether on social media, which aims to promote the good work taking place across the borough involving council services, partners, residents, community groups and volunteers.

- This involves user generated content as staff, partners, residents have been sharing photos and videos of their work using the hashtag.
- To support this campaign, digital billboards and bus shelters using our new council branding have carried a thank you to all those keeping Tower Hamlets safe, healthy and supported. We negotiated this space free of charge but would usually be worth more than £500,000.

Tower Hamlets Council website

- 1.68 A separate area on the website was created featuring helpful links, signposting, borough and partner information and support. We continue to feature useful resources for all ages – including education, entertainment, exercise and worship – as well as provide accurate information on sensitive subjects such as deaths, burials and bereavement services.
- 1.69 We have also made hundreds of updates to service webpages, as well as creating forms for residents to apply for business support, tax relief and other measures to support people through the crisis. To date we have 269,783 views of coronavirus related content. Overall, there has been around a 22% increase in visit to the Tower Hamlets Council website compared to the same period last year.

Intranet and Yammer

- 1.70 We have dedicated our top three news stories on the intranet homepage to coronavirus updates as well as making daily updates. We have also created an intranet page for staff, which includes support and advice for managers and key information. We have also launched a virtual room in Yammer called The Staff Room to encourage informal chat and comradery among our staff when the majority are working from home.

E-newsletters

- 1.71 For the first three weeks of the crisis, we issued separate daily newsletters to the public, staff and members. We are now sending three public newsletters a week, a BAME newsletter and two members bulletins and two town newsletters. The recent internal staff survey told us that the majority of staff (81%) agreed that they are kept up to date and well informed.

A message from the Mayor of Tower Hamlets

As we approach another weekend where we will all be spending more time at home than we would ideally like, I wanted to thank those of you who have been doing what is necessary to help stop the spread of this virus.

Last night, the government confirmed the existing social distancing measures will remain in place for at least the next three weeks. I know this is hard but I urge you to please continue to **stay at home**. In doing so you **protect the NHS**, which helps to **save lives**.

If you do leave your home, it should only be for one of these reasons and should be for as little time as possible:

- **to shop for basic essentials** – only when you really need to.
- **to do one form of exercise a day** – such as a run, walk or cycle, alone or with other people you live with.
- **for any medical need** – for example, to visit a pharmacy or deliver essential supplies to a vulnerable person.
- **to travel to and from work** – but only where this is absolutely necessary.

Many of you will know people who have received food deliveries from the council this week – delivered by staff and volunteers. Some of you may even have received them yourselves. I recently visited our **Emergency Food Distribution Centre** where the boxes are made up and I was really impressed by the dedication and determination of everybody working together to protect our most vulnerable residents. When we clap for our carers and key workers next Thursday, let's give them all a round of applause too.

For those people that are not at a higher level of risk, occasional trips to the shops for essential supplies are still necessary. In the bigger supermarkets, there are queuing systems in place to help people stay a safe distance apart. Unfortunately, this week we have seen examples of long queues forming to get into local smaller shops where people were far too close together. On Thursday, the crowds outside shops in Shadwell were a particular concern.

Stay updated with local coronavirus information:
www.towerhamlets.gov.uk/coronavirus

Stay home
Protect the NHS
Save lives

Stay healthy and active in lockdown

We've put together a great list of ways to stay active, creative and connected while staying safe and healthy at home.

You can stay in shape with online [exercise sessions for all ages and abilities](#) as well as take the opportunity to learn a new skill or keep in touch with friends and family.

[There's plenty to enjoy online](#) with special shows from museums and theatres, or you could virtually visit a zoo or learn a new language, recipe or skill.

Today is International Dance Day, which is a timely reminder that getting your groove on in your living room with [free and energetic dance classes](#) is a fantastic way to stay fit and active.

The English National Ballet also has [free ballet sessions](#) for anyone who fancies trying out a pirouette.

[Browse activities >](#)

- 1.72 To date, we have sent three Managers' briefings, 32 Members' Bulletins, 18 towerhamlets now coronavirus specials, eight weekly th now newsletters featuring service spotlights and thank yous, and 37 public newsletters. We have also supported council services to issue a further 27 newsletter updates to help residents at this time. We have so far welcomed 26,166 new public e-newsletter subscribers.

Social media

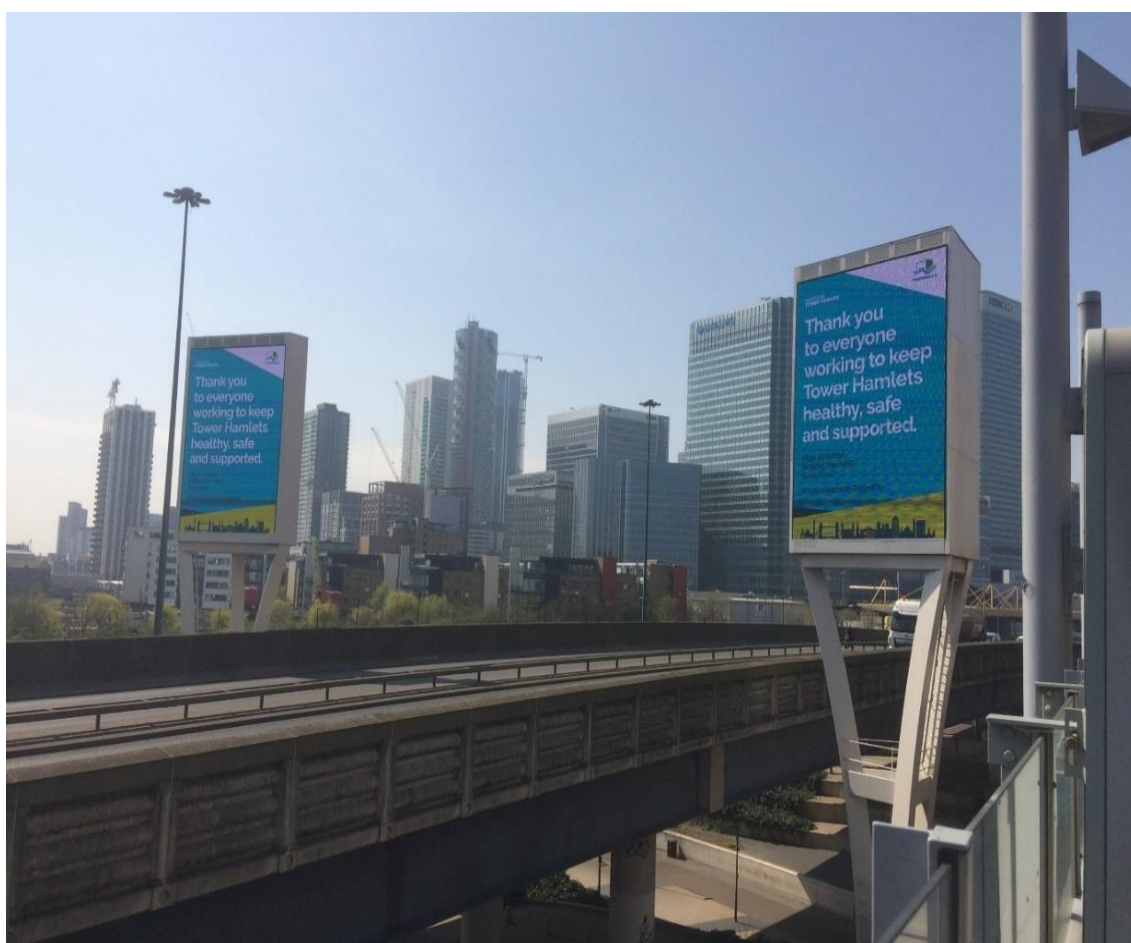
- 1.73 We have noted a significant increase in engagement from residents on social media, particularly with people staying at home, on our website and through reading and signing up for our newsletters. In the first month alone, we responded to over 10,000 social media queries, which has required an increase to two officers to monitor this volume, including responding to messages on the closure of Victoria Park.

Leaflet and texts

- 1.74 Quite early on the crisis, a stay at home leaflet was created and delivered to just under 136,000 households in the borough which included council phone numbers for those in need. We have also sent over 2,000 texts to residents who are considered extremely vulnerable by the NHS so we can support them with 'shielding'. A special Covid edition of our East End is also planned for June.

Banners and signage

- 1.75 We have created social distancing banners and signage across parks, with an added focus on hotspots such as Victoria Park and shopping areas in Shadwell. Some posters and fliers have been translated into Bengali to reach specific communities.



Excess Deaths Silver Group

- 1.76 The multi-agency Group has been working to support essential service delivery in the death management process, during the COVID-19 pandemic. One of its priorities has been to ensure deaths are handled with care, respect and dignity, adhering to health and safety requirements.
- 1.77 The Group reviews capacity issues, challenges and pressure points across key service providers. This includes the Mortuary Service, Coroner's Service, Funeral Directors, Registrars, GPs, body transportation arrangements. It engages and prioritises public health messaging and external communications. It reports into the London Resilience Forum's working groups, including the Mortality Management Group (MMG), supporting new measures introduced for death management during the pandemic. This included the Pandemic Multi-Agency Response Team (PMART) process for COVID-19 deaths in the community and introducing regional mortuaries (PMART was formally stood down on 15 May).
- 1.78 Through its weekly meetings, delivery of its action plan and management of risks, the Group has been able to review and support delivery of several outputs, some of which include:
- Resolving workforce capacity issues to ensure staff health and wellbeing is supported and staffing is relatively on balance to meet current demands. This includes introducing new ways of working and adapting services (including identifying an opportunity to share good practice, Coroner's Service)
 - Expanding funeral facilities and burial capacity, introducing Saff burials as an option, and monitoring a spike in Parish Funeral requests
 - Introducing changes to the death registration process (online, certificates issued seven days a week and same day appointments offered)
 - Efficient management of body release and sufficient capacity at local public mortuary. This also includes oversight of training for Environmental Health Officers to undertake body release at the mortuary
 - Monitoring death management capacity locally, regionally and Pan London
 - Supporting compliance with Government, Public Health England, and LRF guidance concerning funerals and handling of the deceased, this includes PPE provision for Funeral Directors (including through the LA's mutual aid scheme for urgent needs access), social distancing, adherence to funeral standards, safe, sensitive and innovative (including webcasting) funeral services, the presence of a celebrant
 - Delivery of joint faith messaging with the interfaith forum, and council communications and FAQs on death management, financial assistance and bereavement support available.

Registration Service

- 1.79 Legislation to register deaths was temporarily changed in England and Wales with the introduction of the Coronavirus Act 2020. The new legislation allows the Registration Service to continue registering deaths without the need for face to face contact. It is now possible for information for a death and/or stillbirth registration to be given by telephone by a qualified informant. In Tower Hamlets, this is now done via our new on-line booking system which allows customers to book their appointment 24/7 and order and pay for the death certificates.
- 1.80 From the 1 January 2020 to 8 May 2020, a total of 587 deaths of Tower Hamlets residents were registered, according to the latest provisional data published by the Office for National Statistics. 172 of these deaths were Covid-19 related.



Waste Services

- 1.81 At the beginning of the pandemic period in late March-early April, the number of available staff was reduced by 20-40% compared to normal due to sickness, isolation measures and increased childcare responsibilities. The service focused on continued delivery of essential services (household residual waste and food waste collection and disposal). Given updated national guidance on priority waste services and social distancing there was a further impact on resources, met through use of additional temporary agency staff. Some services (e.g. recycling collection) were reduced and others (e.g. bulky waste collection, garden waste collections, reuse and recycling centre) were suspended, following the government guidelines. Such changes to the service have been communicated with the residents via our communications channels. From the beginning of May, we have been able to provide a full residual waste, recycling and organic waste collection service. Planning has been carried out to re-start bulky waste collections and to re-open the re-use and recycle centre as early as possible in May.
- 1.82 The service moved back to council delivery since 29 March. An industrial dispute by Veolia staff took place from 9 March till 15 March. However, issues had been resolved by the time the lockdown started. Delays in the service provision caused by the strike have also been resolved.

Leadership

- 1.83 Where COVID-19 has necessitated executive decisions being taken outside of Cabinet meetings the Mayor has sought to ensure maximum transparency by publishing Individual Mayoral Decision (IMD) reports in advance of signing to allow for scrutiny. The Mayor has also emailed all councillors to seek representations ahead of the decision being considered and webcast IMD signings to allow him to provide responses to points raised.
- 1.84 The Mayor chairs fortnightly tele-conversations with the Partnership Executive Group (PEG) which brings senior leaders across Tower Hamlets together to understand and discuss a place-based response to the pandemic. He has held themed tele-conferences with faith leaders, voluntary and community sector, housing, businesses and young people.

- 1.85 The Mayor visited Tower Hamlets College and our food distribution hubs as well as Neighbours in Poplar and other community groups to provide support through visits and engagement. Mayor recorded videos of some visits for social media. Cabinet members have also been visiting emergency food hubs regularly.
- 1.86 Regular updates are provided via social media, with the Mayor having foreword on two of the three regular emails that comms send out each week. The Mayor and Cabinet have produced regular videos providing information on topics such as housing support, business support, support for domestic violence and following public health guidance. Over 20 videos produced since COVID-19 pandemic to get information out through Facebook, Twitter and WhatsApp.
- 1.87 Videos with partners including both local MPs (13,000 views) and East London Mosque about Ramadan (over 2,000 views) have been produced. Targeted videos have also been produced i.e. guidance on Victoria Park rules and a social distancing video – which was in both English and Bangladeshi.
- 1.88 The Mayor has written to the government to lobby on several policy areas from raising the issue of shops hiking their prices, support for both small businesses and the self-employed and the limited impact of the Local Housing Allowance changes in inner London. He campaigned for the expansion of Free School Meal voucher scheme to budget supermarkets and called for government to take urgent action to understand why BAME residents are disproportionately impacted on by Coronavirus.
- 1.89 CLT Gold have provided executive oversight and decision making of the council's response to COVID-19. They also provide strategic oversight of the risks and issues registers and are ensuring business continuity. They are meeting daily. A weekly Gold Dashboard, available at Appendix 3, is produced for CLT Gold. This provides an overview of the council's response, capacity and service demand in a range of areas and enables CLT Gold to have oversight of the latest situation on a regular basis. CLT Members act as conduit for partnership working and lead on these discussions with local, regional and national partners. CLT Members have also visited food hubs, new laptop distribution area for staff, registrar's office, PPE distribution location amongst others. CLT also have provided personalised messages to all staff through the TH Now (staff newsletter) providing updates and acknowledgements of staff providing excellent service. CLT have ultimately led on providing assurance to staff, members and stakeholders about ensuring on-going delivery of critical council services and redeploying resources to support this work.



Governance Arrangements

- 1.90 The Governance Directorate undertook various steps to ensure it continued to serve Councillors, MPs and its community in ensuring good governance was not hindered. This included agreeing a new process for how democracy would continue under the pandemic and how the council could make use of emergency governance arrangements and more generally the procedures that would be followed.
- 1.91 The following was implemented:
- Individual Mayoral Decisions (IMD) would be taken outside of the Cabinet process with reports published on the website and the decision-making webcast.
 - Correspondence circulate to all Councilors advising them before and after decisions were taken
 - Implementation of Overview and scrutiny call-in procedures and question to Mayor.
 - IMDs had regard to the publication requirements under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 and have cogent reasons to take decisions on grounds of urgency and in accordance with the general exceptions and special urgency provisions.
 - In respect of other decision making, powers for the Chief Executive and General Purposes Committee were noted and would be used if required.
- 1.92 The council implemented remote member-level meetings without the need for participants to be physically present. This introduced new IT systems with support from ICT and suppliers to test and roll-out 'virtual meeting' options. Two 'virtual' Licensing Sub-Committee was held successfully on 28 April and 5 May. It is expected that these meeting options will be rolled out to all Committee meeting types over the next few months. Audit Committee and Strategic Development Committee are to meet in the next couple of weeks followed by Cabinet and Overview and Scrutiny Committee.

- 1.93 The team have also implemented new support arrangements and tools for Members including:
- Daily Member Briefings on the pandemic alongside weekly Member Bulletins on other matters
 - Updating the Members Hub with pandemic information
 - Worked to pause physical Member surgery arrangements
 - Preparing to roll out new laptops to all Members giving them access to additional software and systems
 - Exploring options for new Member Development tools
 - Paused the work of the Speaker

ICT


- 1.94 ICT services have undertaken urgent deployment of laptops to support working from home, bringing the total to 1533 so far this year and increasing at around 150 per week. They have also reconfigured around 200 phones to allow call centre staff to work from home. CLT Gold and BECC have been migrated to Teams and enabled a virtual BECC. The Helping Hands application has been implemented to coordinate support with our most vulnerable citizens. Ensuring all staff can work virtually has been a key focus of the service and is continuing with the migration of staff to laptop and new technology.

Staff Absence

- 1.95 Since the start of the pandemic, sickness absence has been monitored daily allowing us to capture and report on the impact the virus is having on staffing levels and plan accordingly to limit any negative effects on service provision. Sickness absence levels reached a peak in early April and have now dropped and stabilised. On 7 May there were 155 (129.5 FTE) days of sickness absence, a slight decrease from 163 the previous Thursday. Of the 155 (129.5 FTE) days of sickness absence, 66 (53.8 FTE) or 42.6% (41.5% FTE) were related to COVID-19.

In this issue

- Will Tuckley - Chief Executive
- Staff networks and COVID-19
- Health and Safety – COVID-19
- Council wide staff survey – checking in with you at this time
- Domestic abuse – support is available
- New BECC structure
- Redeployment - support our community
- Ramadan
- Wellbeing Wednesday: Be kind to yourself
- Let us have your stories
- Compliment a colleague
- Smarter Working IT Update




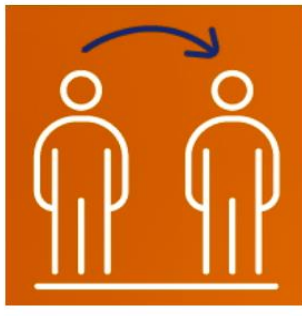
New BECC structure

The COVID-19 pandemic has presented the Borough Emergency Control Centre (BECC) with various challenges to how it works, this has led to three key changes...

[Read more »](#)

Like (0)






Redeployment - support our community

We have been asking staff to come forward through redeployment to support our Food Hub Centres and Victoria Park. We still need more staff to come forward...

[Read more »](#)

Like (0)



Staff Support

- 1.96 A range of support and information has been made available for staff with regular updates including personal message from Corporate Directors, messages of thank you from Mayor, as well as the latest information about staying connected provided via TH Now (Staff newsletter) and on the staff intranet pages.
- 1.97 The dedicated Coronavirus (COVID-19) intranet page provides the latest staff updates as well as working from home and IT guidance, advice for managers, wellbeing and health links, FAQs, HR Policy, staff volunteering, PPE and other key information. In addition, 'The Staff Room' has been created on Yammer – a virtual staff room to get tips and keep up to date with colleagues.

Bereavement

- 1.98 During the global coronavirus pandemic, we are aware that some staff may have experienced bereavement in their families or social networks, which makes an already tough time incredibly hard. In addition, supporting someone who has suffered a bereavement, may also have an impact on mental and emotional wellbeing. The council has pulled together a range of resources that might help.
- 1.99 The council has updated our Death in Service Guidance considering COVID-19. The guidance provides a clear approach for the general steps that should be taken, and the roles and responsibilities of the council as part of this.

Redeployment

- 1.100 The council has set up a redeployment system. As of 4 May, 65 staff members have come forward for the food distribution and 22 staff have been redeployed to support management of parks including Victoria Park.

Support to local businesses

- 1.101 A range of support is being provided to local businesses. All businesses eligible for Business Rates Relief have been notified and refunds continue to be administered. As of 14 May, £97,781,665 in relief has been given to 3,187 businesses. In addition, £63,000,000 in Business Grants has been awarded to 4,245 businesses and we are awaiting information from other businesses to process their payment.
- 1.102 On 27 April, the Government announced 100% guaranteed Bounce Back Loans, it is anticipated that businesses who did not meet the criteria for the initial Coronavirus Business Interruption Loan Scheme could apply for this bounce back loan. Furthermore, on 7 May, top-up grants funding was announced to support businesses who have been ineligible to access other COVID-19 grant schemes. Details of the criteria are still to be confirmed.
- 1.103 The council is supporting markets and our high streets and town centres by waiving pitch fees, initially from 23 March until 30 April, now ongoing, this is reviewed on a regular basis. We have also suspended charges for Non-Trading, Commercial Waste customers.
- 1.104 Information relating to government / local council support initiatives is kept updated on the council's website alongside other useful resources. We continue to support businesses via the TH Enterprise – thenterprise@towerhamlets.gov.uk and Business Support - business.support@towerhamlets.gov.uk mailboxes, and 0207 364 4458 voicemail helpline. Currently we are responding to all email enquiries the same day and have handled more than 220 enquires and signed up over 135 businesses to receive our COVID-19 updates. Businesses continue to complete our COVID-19 Business Continuity survey; to date we have received 346 completed surveys.

Support to council suppliers

- 1.102 During the current period, several Adult Social Care providers are being paid on upfront block arrangements, based on commissioned services rather than actual delivery, to allow earlier payment to help their cash flow and to take account of extra service delivery due to the pandemic.
- 1.103 Smaller suppliers were paid earlier in the month of April for approved payments, rather than waiting until payment became due in line with payment terms, to support cash flow of the suppliers.

Debt recovery and welfare advice

- 1.104 The council has introduced a revised process to assist all Business Rate, Council Tax, Adult Social Care, Commercial Rent and other council customers. In all cases, the legislative enforcement processes have been suspended until the end of June.
- 1.105 We adopted a Local Council Tax Reduction Scheme (CTR) under which the level of awards is based on a resident's income and their full council tax liability. Consequently, any decrease in a recipient's income, will result in an increase in their CTR entitlement. This has proved to be of crucial benefit to residents who have experienced a loss of income during the current pandemic as the council has experienced a significant increase in new CTR claims and residents reporting changes to their circumstances.
- 1.106 During the period 29 March to 10 May the number of households getting CTR rose 29,268 to 31,343, which means an increase of 2,075 households. The council also processed an average of 4,600 changes of circumstances per week during this period, ensuring that CTR awards for existing recipients are adjusted to take into account any changes to the household income.
- 1.107 For individual debtors Local Taxation and Sundry Debtors, we will signpost all cases to the council's debt advice partners who provide this advice free of charge. Many of the customers who will be experiencing financial hardship with the council, due to the impacts of COVID-19, will also have similar issues with utilities, rent / mortgage payments, credit card debts, etc. and the agencies will provide an overall debt advice service. Table 2 details how many clients have been supported with welfare advice and the resulting income.

Organisation	No. clients supported	Income gained for clients from mid-March to 15 May
St Hilda's East	76	£25,281
Bromley by Bow Advice Service	247	£100,117
Account3	140	£17,392
Limehouse Project	90	£40,107
St Peters	68	£79,251
WAB	1,986	£1,108,215
Legal Advice Centre	851	£145,556
Island Advice Centre	416	£148,990
Toynbee Hall	59	Unable to provide financial outcomes at this stage
Deaf Plus	20	Not secured any new money
Total	3,953	£1,664,909

Advice Support

- 1.108 Most of the council's Council Taxpayers are already set up on the extended 12 monthly scheme. These will remain in place but if taxpayers contact the council to defer payments

pending the Government's 80% funding schemes for employees or self-employed or have applied for support under the council's Council Tax Reduction scheme, this will be fully supported. Business Rates are on a 10 monthly instalment scheme and this can be extended to 12 monthly instalment plans if requested. Revised plans can also be agreed for other invoices which cover instalments for a short period or for specific cases.

- 1.109 For commercial rent there are a number of options which include a rent-free period for a short term, initially for three months and rent deferment schemes. No action is being taken against any Council Business Tenant until further notice.
- 1.110 The Council has suspended all recovery and enforcement action as long as it is deemed necessary. From May, SMS, email and hard copy notices will continue to be sent out, but will be reworded to advise customers of their account balances, and to include information on how they can get help, what reliefs, discounts, grants, and reductions are available to them, and how to claim them.
- 1.111 No notices will be sent to council tax payers until the Hardship Fund has been allocated. Testing is currently underway with new bills being sent out in Mid-May. All notices will include links to the council's webpages on Business Support and what is available through the CTR scheme. In all cases the Council will not be looking to use external enforcement agents to pursue any debt.

Finance

- 1.112 The Government have announced a broad range of measures to directly support individuals and businesses with the widely recognised financial impact of the pandemic. This has included emergency funding, grant arrangements and business rates relief.
- 1.113 The council's financial situation such as budget pressures, financial support and debt recovery, as well as its financial support to others, is rapidly evolving. For full details and the latest overview, please check the Council's financial response to the Corona virus (COVID-19) report listed in the background documents to this report.

Next Steps

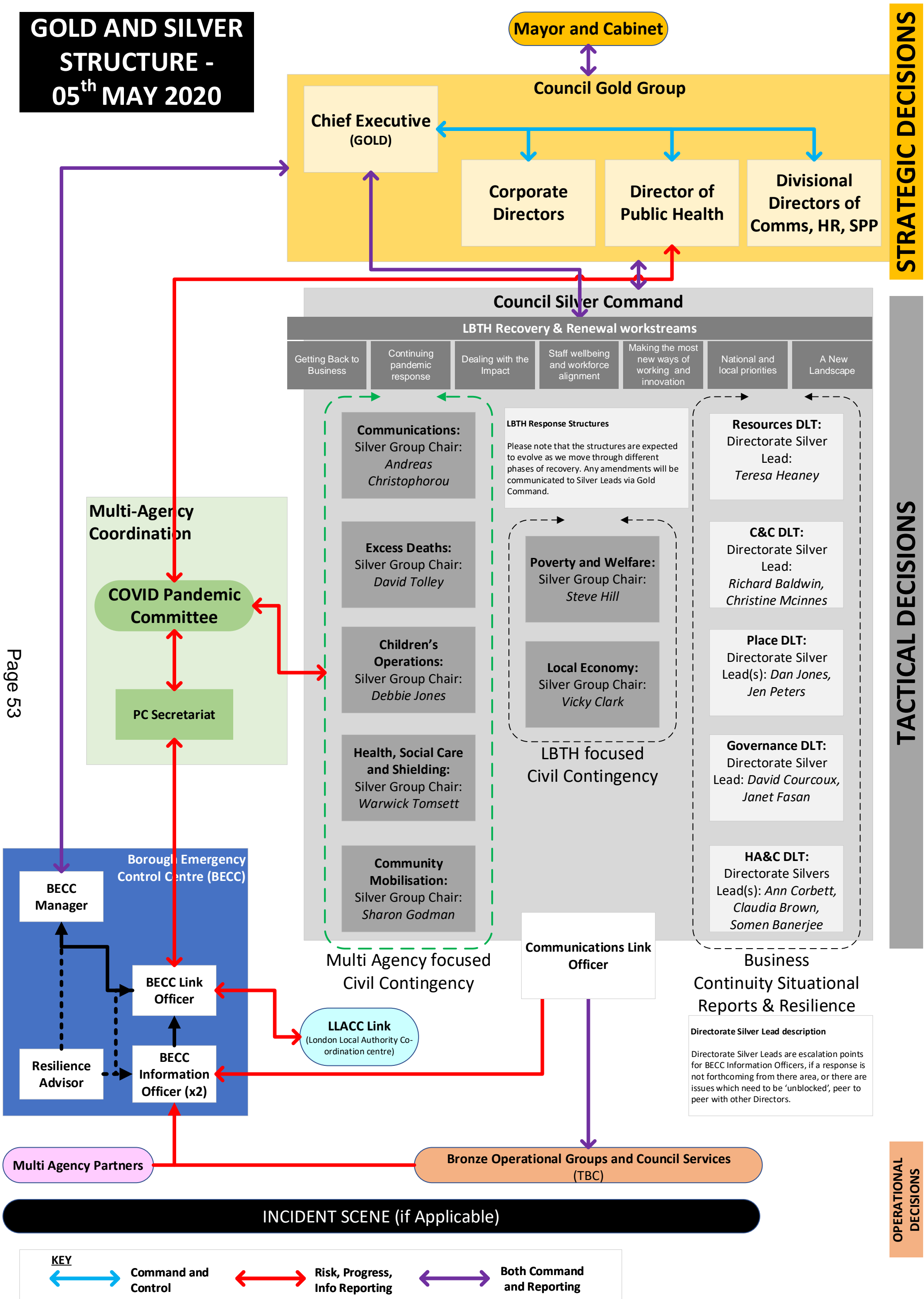
- 1.114 We are working with partners and other stakeholders to develop what reconstitution and recovery will look like. Our approach is to:
- ensure the social, economic and health recovery of the borough
 - coordinate multi-agency and cross-sector approach to ongoing pandemic responses and recovery
 - ensure a safe transition out of lockdown for the council and its residents
 - reconstitute and recover (an updated set of) council services, democratic processes, and priority projects
 - review and manage budget implications of the pandemic to ensure financial sustainability
 - review, update and embed transformation and change
 - recognise effort and commitment of staff and community during crisis
 - support the healing process, following the loss of friends and colleagues
 - secure successful, timely step down of the lockdown and recovery phases moving to a new normal
 - learn from our experiences of dealing with the pandemic and feed that into our future work
 - ensure consistent council and partnership information and communication
- 1.115 Our framework for reconstitution and recovery will focus on the following seven areas:
- Continuing pandemic response

- Getting back to business
- Workforce and wellbeing
- Dealing with the impact
- Making most of new way of working and innovation
- National and local priorities
- A new landscape

1.116 There is a separate report in the Cabinet agenda which provides further details on the council's recovery plan.

GOLD AND SILVER
STRUCTURE -
05th MAY 2020

SILVER AND BRONZE
STRUCTURE –
05th MAY 2020



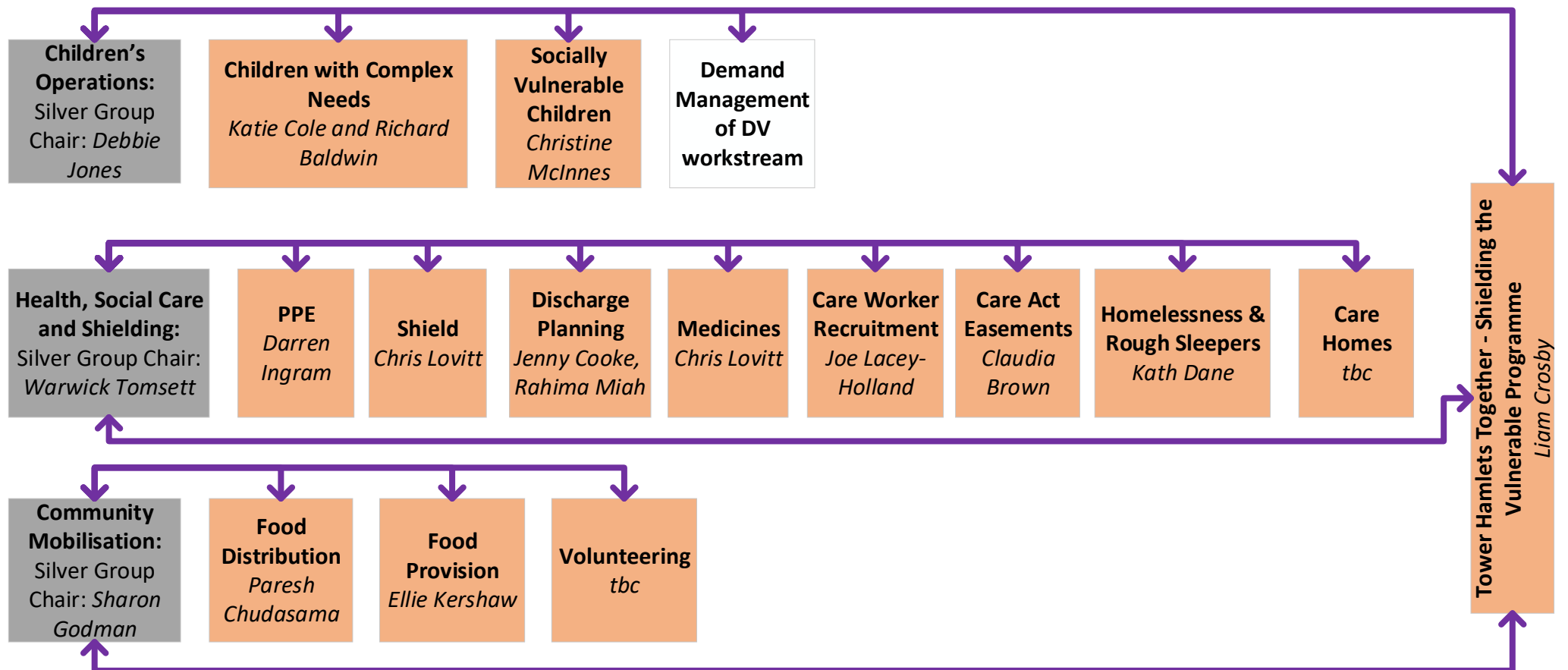
STRATEGIC DECISIONS

TACTICAL DECISIONS

OPERATIONAL DECISIONS

Communications:
Silver Group
Chair: *Andreas Christophorou*

Excess Deaths:
Silver Group
Chair: *David Tolley*



Poverty and Welfare:
Silver Group
Chair: *Steve Hill*

Local Economy:
Silver Group
Chair: *Vicky Clark*

LBTH Recovery Planning:
Silver Group
Chair: *TBC*

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Gold Command Weekly Report



Health and Care

Homelessness21/05/20

51

No. presentations in past week

Operation Shield20/05/20

4,420

No. contacted and triaged

Excess Deaths

Mortuary capacity18/05/20

76.8%

Average of % capacity spare

Children's

Children's Social Care20/05/20

120

Referrals last week

Early Years18/05/20

92

No. open settings

School attendance04/05/20

20.2%

of potential pupils attending

Community Mobilisation

Phoneline support17/05/20

32.5%

Vulnerable person calls %

Online forms17/05/20

3,788

Forms completed by households

Volunteering24/04/20

2,083

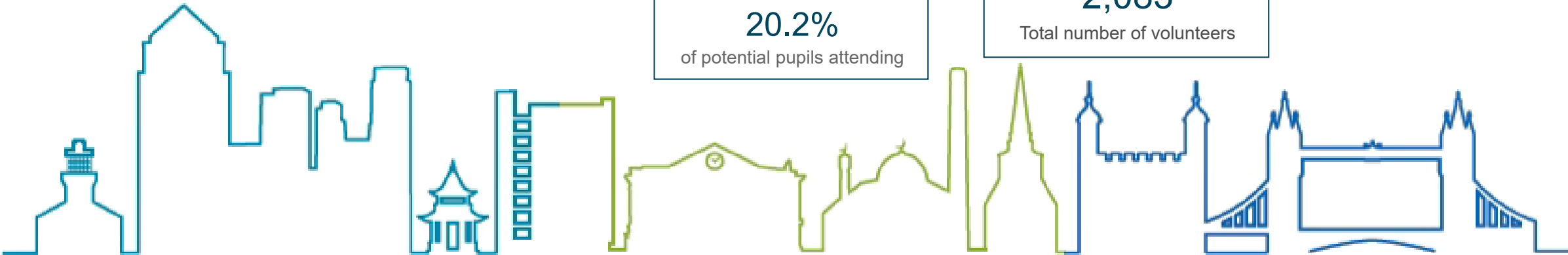
Total number of volunteers

Local Economy

Grants17/05/20

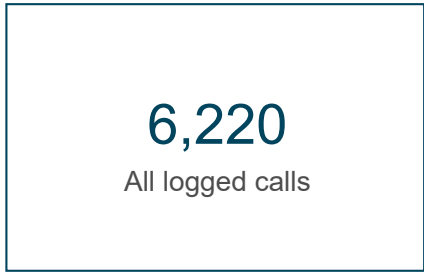
82.9%

% distributed

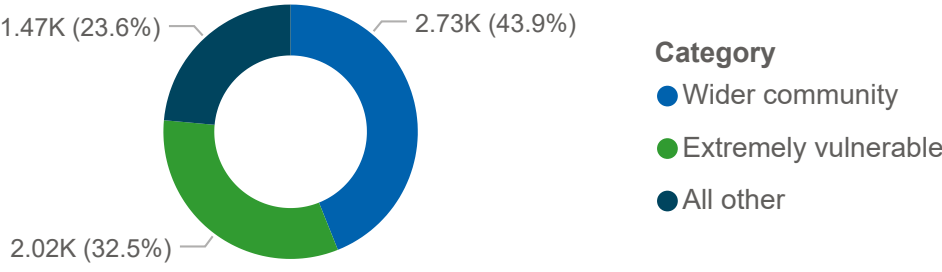


Community Mobilisation

Phoneline support

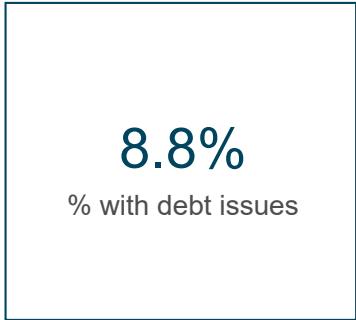
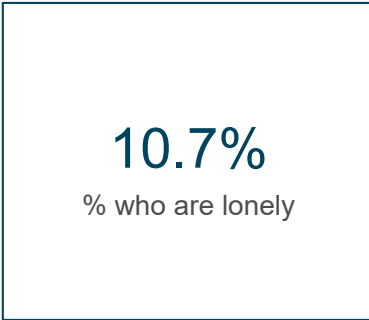
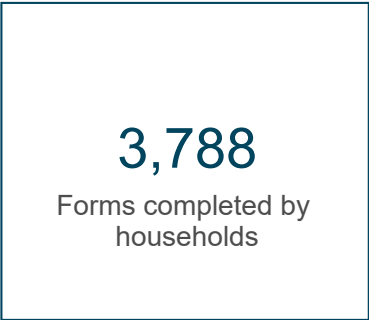
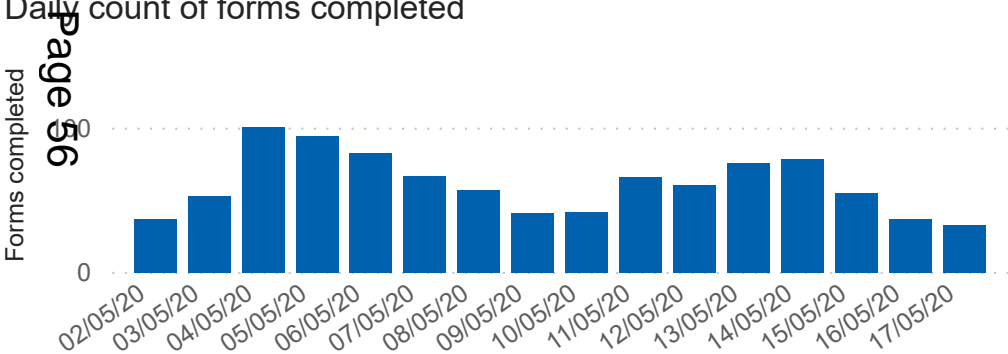


All logged calls by call category



Online forms

Daily count of forms completed



Volunteers

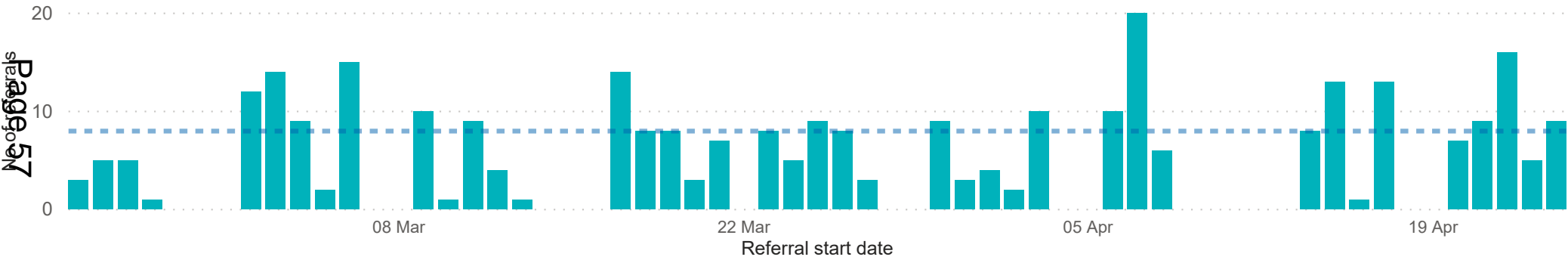


Children's

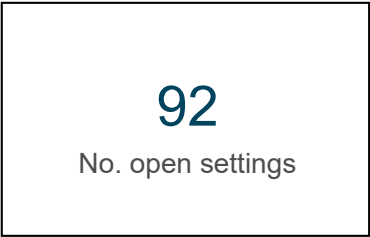
Children's Social Care



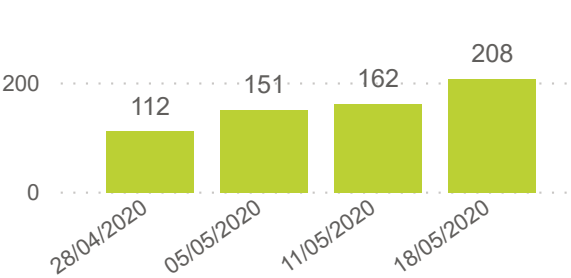
No of referrals related to domestic abuse



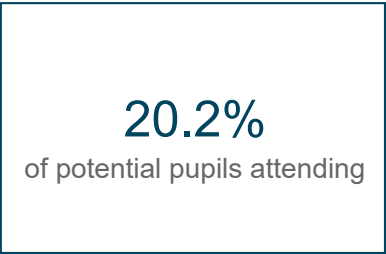
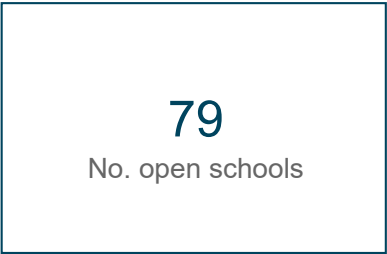
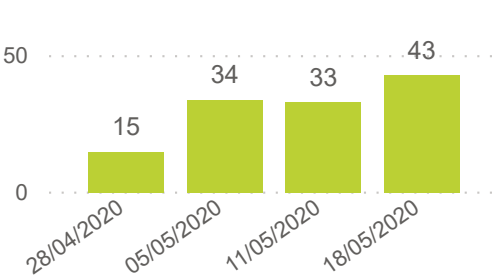
School and Early Years places



Total no. children attending

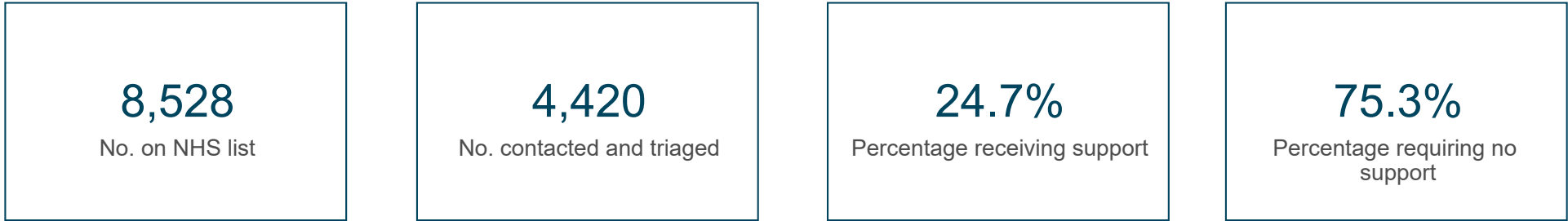


No. vulnerable children attending

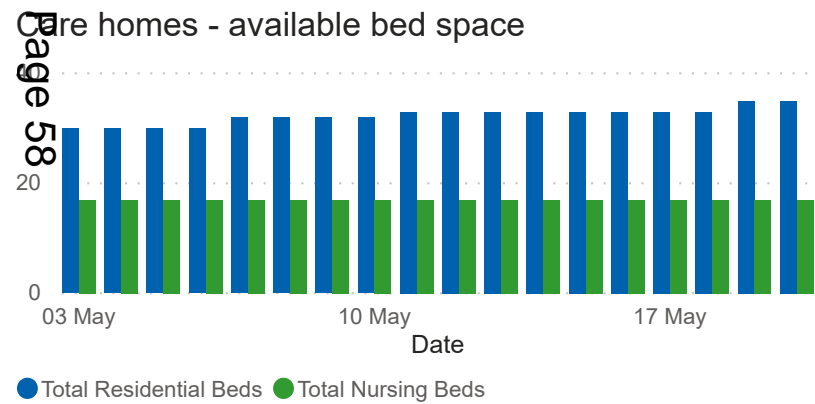


Health and Care

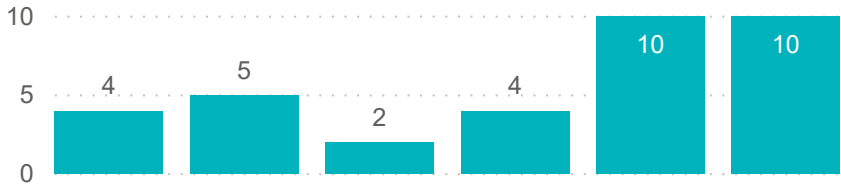
Operation Shield



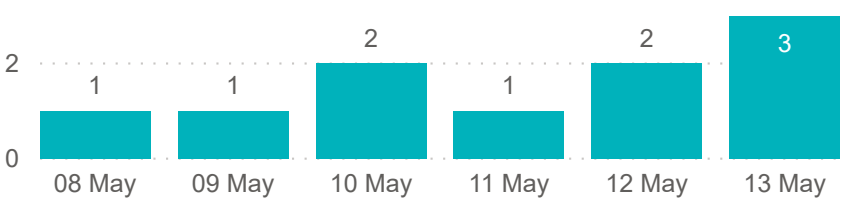
Adult Social Care



Referrals to ID Hub from RLH TH residents

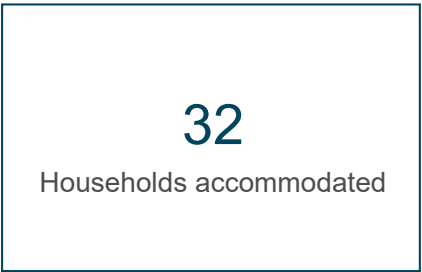
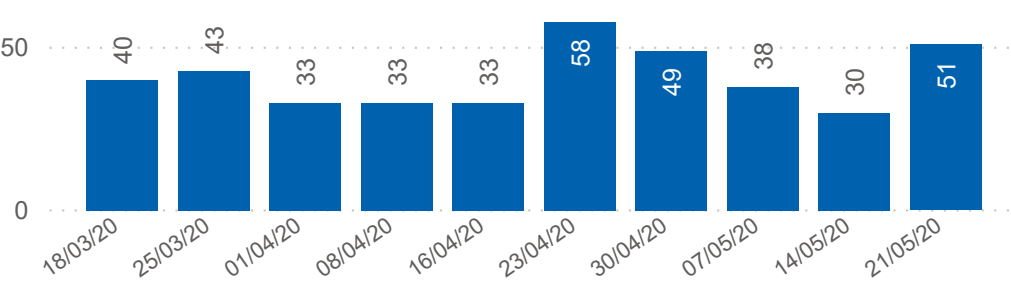


Discharges Same Day - Tower Hamlets residents



Homelessness

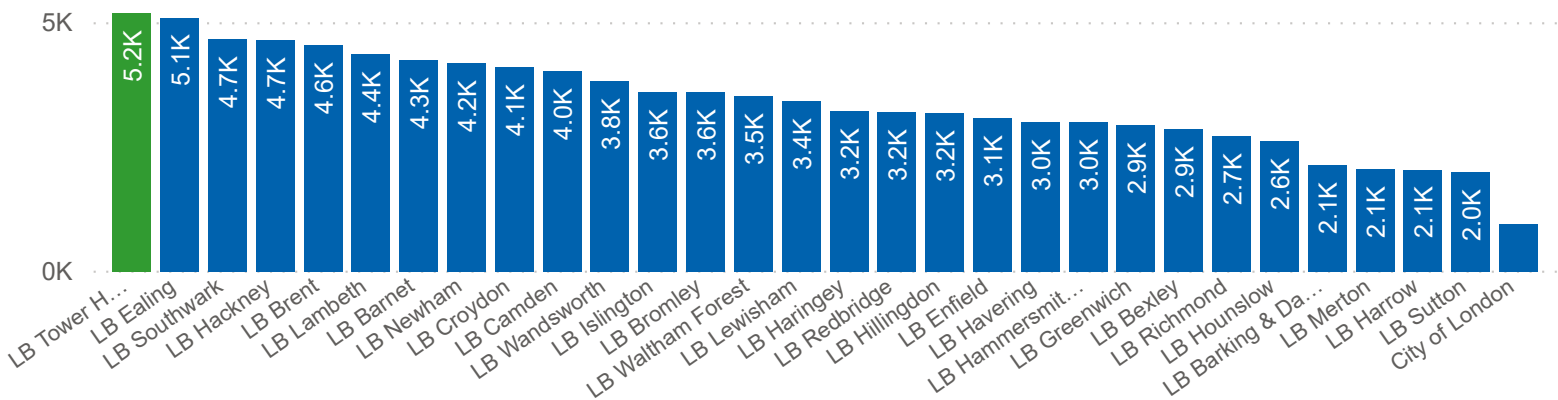
No. homelessness presentations in past week



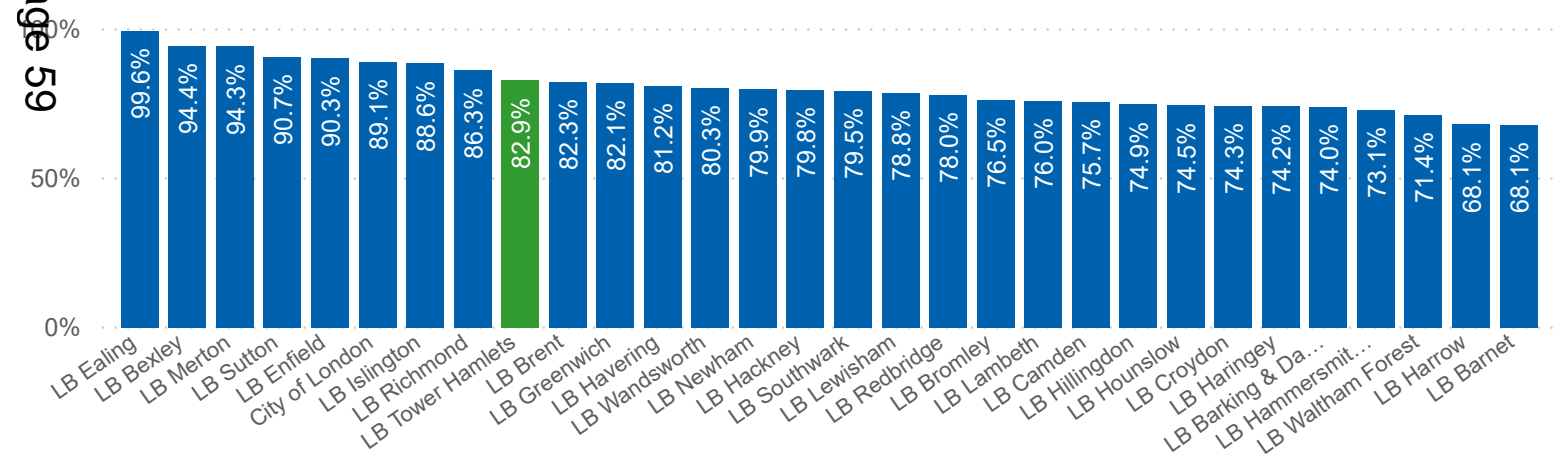
Economy

Business grants

Number of eligible hereditaments identified by the LA

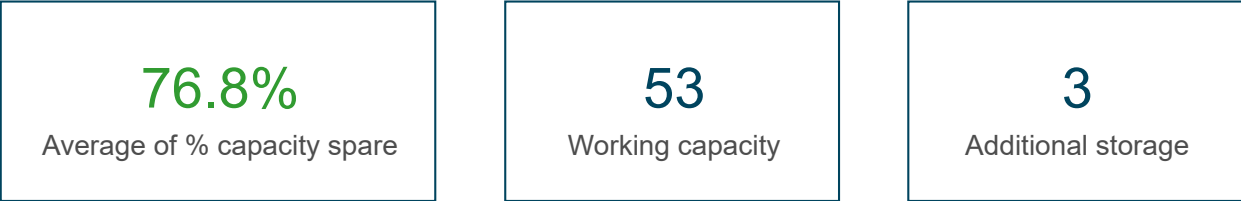


Percentage of eligible hereditaments who have received a grant payment



Excess deaths

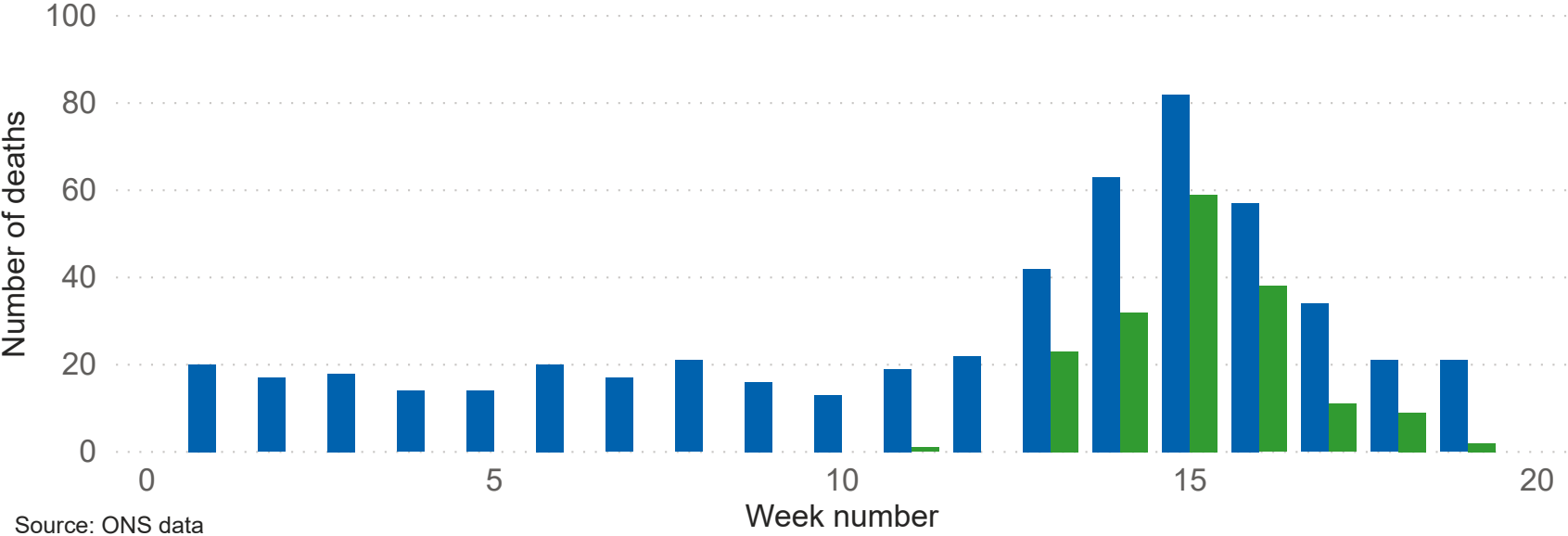
Mortuary capacity




Number of deaths

Number of deaths - recorded occurrences up until 08/05/20 (registered up until 16/05/20)

Cause of death ● All causes ● COVID 19



<p style="text-align: center;">Cabinet</p> <p style="text-align: center;">Wednesday, June 2020</p>	 <p style="text-align: center;">TOWER HAMLETS</p>
<p>Report of: Will Tuckley, Chief Executive</p>	<p>Classification:</p>
<p>Covid- 19 Pandemic- Reconstitution to Recovery</p>	

Lead Member	Mayor John Biggs
Originating Officer(s)	Anthony Walters, Procurement and Programme Manager
Wards affected	All Wards
Key Decision?	No
Forward Plan Notice Published	N/A
Reason for Key Decision	N/A
Strategic Plan Priority / Outcome	All

Executive Summary

This report sets out the council's proposed approach to returning the organisation and its services to operation as the lockdown restrictions imposed as a response to the Covid-19 pandemic are lifted by central government. It includes our plans for a continuing pandemic response, reopening services that have been temporarily closed and doing some things differently to improve the way we work, learning from our experience during the pandemic.

Government guidance is subject to rapid change given that there remain many unknowns about the effect of removing lockdown restrictions. The plans set out in this report are, therefore, indicative and subject to change in light of the emerging picture in relation to the pandemic.

The plan and the actions within it must be viewed in the context of a challenging financial environment, partly as a result of the need for significant additional expenditure, as the Council responds to the Pandemic, and the impact of lockdown on previously agreed saving programmes but also recognising the risks to the Council's primary income sources of Council Tax and Business rates.

Recommendations:

The Mayor in cabinet is recommended to:

1. Approve the approach to reconstitution and recovery set out in this report.
2. Note the estimated impacts on the Council's financial position and recognise the need to ensure that budget sustainability underpins the proposed actions in this report.

1. REASONS FOR THE DECISIONS

- 1.1 During the Covid-19 pandemic, the council has responded by:
 - Maintaining essential services with measures put in place to ensure safe operation (e.g. social distancing)
 - Providing new services to meet the additional needs of residents during the pandemic
 - Ensuring that the majority of staff can work without having to attend the office, in line with government guidance.
 - Temporarily closing some services in line with government guidance.
- 1.2 Details of our response so far have been reported to Cabinet in the separate report titled 'Tower Hamlets Together: Our response to Covid-19.'
- 1.3 As the government begins to implement its strategy for ending the lockdown, the council needs to plan for its return to normal operation whilst continuing to meet additional needs of residents during the remainder of the pandemic.
- 1.4 During the pandemic there has been a need to respond in different ways through a fundamentally changed model of operation. The need to incur additional costs has been acknowledged by the government and additional support has been provided to the Council. In subsequent phases the first steps of which are set out in this report, there is a need to ensure that budget sustainability is considered fully alongside any changes to operations, priorities or strategic plan targets.
- 1.5 This report sets out our proposed approach to bringing back services as the lockdown is lifted as well as making the most of the new opportunities that arise from the changes that have been made in response to the pandemic.

2. ALTERNATIVE OPTIONS

- 2.1 No alternative options have been considered.

3. DETAILS OF THE REPORT

- 3.1 The Government published its strategy for coming out of lockdown, 'Our Plan to Rebuild,' on 11th May 2020. The strategy signalled their intention to return life to as close to normal as possible - for as many people as possible - as fast and fairly as possible.
- 3.2 The strategy outlines a three-step approach to ending lockdown: outlined, as follows:

- Step 1- from 13th May 2020 workers that cannot work from home (for example those in construction or manufacturing) have been allowed to return to work. People have been allowed unlimited exercise outside and can drive to different locations if they choose. Face coverings must be worn when likely to come into contact with others- for example in shops.
 - Step 2- from 1 June or later, primary schools and early years settings will reopen, and secondary schools will prepare for some face to face contact with pupils preparing for exams next year. Cultural and sporting events will be able to take place behind closed doors for broadcast. Non-essential shops will reopen, and more social contact will be allowed with people from outside the immediate household.
 - Step 3- from 4 July 2020 or later, at least some of the remaining businesses that have been required to close during lockdown will reopen. This will include hospitality and leisure businesses. Businesses that reopen will be required to meet Covid-19 Secure guidelines.
- 3.3 The dates given for each of the steps out of lockdown are the earliest that these steps will take place. The government will decide whether to progress to the next step based on evidence on the impact of reducing lockdown restrictions. If there is evidence of significant increases in infections as a result of lifting restrictions, further steps will be delayed, or restrictions may be introduced.
- 3.4 Also on 11 May 2020, the Government released its Covid-19 secure guidelines. These guidelines set out approaches that should be taken to maintain the safety of workplaces including measures to maintain social distancing and enhanced hygiene.
- 3.5 In line with the guidance set out above, the proposals in this report give an indication of when the council expects to reopen services that have been closed temporarily during the pandemic. Any timescales given are indicative and may change in line with the emerging national government approach.
- 3.6 The objectives of our proposed plan are:
- minimise cases and deaths - particularly in our most vulnerable residents
 - ensure affected residents get the care they need
 - ensure that the impact of service disruption and people's lives is minimised
 - deliver a balanced and sustainable budget and Medium-Term Financial Strategy
- 3.7 Our plan aims to ensure the council and residents recover from the impact of the pandemic. We will continue to respond to the needs of our community during the ongoing pandemic, whilst ensuring that we deliver council priorities including a sustainable future budget. At the same time, we believe that we can deliver better outcomes for residents by using the opportunities from new ways of working, efficiency and effectiveness learnt during this period.
- 3.8 Our approach follows these principles:
- We will ensure a safe transition out of lockdown, with a balanced approach to risk and recovery to ensure continued safety of our staff and

community, whilst supporting the social, economic and health recovery of the borough

- We will maintain a coordinated, multi-agency approach
- Council services, democratic processes, and priorities will be updated as we reconstitute them to improve outcomes for the community
- Transformation, change and value for money will be embedded
- Budget implications will be managed and our income rebuilt
- The effort and commitment of staff and community during the pandemic will be recognised
- We will support the healing process
- Learning from our experiences during the pandemic will inform our future work
- There will be consistent and timely communication across the council and its partners

3.9 Reconstitution and recovery are complex; in order to ensure that we have full coverage, our plan has taken a 7-themed approach as follows:

- Continuing pandemic response
- Getting back to business
- Workforce and wellbeing
- Dealing with the impact
- Making the most of innovative ways of working
- National and local priorities
- A new landscape

3.10 **Continuing pandemic response**

- 3.10.1 We recognise that as lockdown restrictions begin to lift, the pandemic will continue to require a response from the council, alongside getting services back to normal.
- 3.10.2 Our response will need to be flexible as it is likely that we will experience future waves of infection, requiring us to scale up and back down again as needed.
- 3.10.3 We will ensure that cases of Covid-19 in the borough are minimised, that our most vulnerable residents continue get the protection and support they need, and that the council and its partners can respond effectively to the emerging situation in relation to the pandemic.
- 3.10.4 Testing and contact tracing are becoming an important part of the national strategy to end lockdown. Councils are likely to play a significant role in this strategy, and we are planning for the support this is likely to need.
- 3.10.5 The council will continue to run its temporary Borough Emergency Controlled Centre to ensure that there is a co-ordinated response to emerging issues for the foreseeable future, although its operation will be scaled down as the pandemic subsides. We will be prepared to scale back up in the event of any future wave of infections.

- 3.10.6 The council will continue to engage with its partners through the Tower Hamlets Pandemic Committee to ensure that the response to any emergent pandemic related needs is effectively co-ordinated.
- 3.10.7 Responses that have been put in place during the pandemic will remain and be scaled down or up as required. This includes:
- Provision of Personal Protective Equipment (PPE) for workers in essential services in line with current guidance
 - Working with local voluntary and community sector organisations to support the use of volunteers to respond to the needs of the community
 - Support for our most vulnerable residents, including those who are 'shielded.'
 - Ensuring that workplaces and businesses follow guidance on social distancing
- 3.11 **Getting back to business**
- 3.11.1 Whilst many essential services have continued to operate during the pandemic, those that have been temporarily closed will reopen in line with the three-step approach set out in the government's strategy. Appendix 1 gives an indicative schedule of when some of our key services will reopen with indicative dates that are in line with the government's 3 steps. These dates are the earliest that these services will reopen and may be subject to change in line with emerging guidance from government.
- 3.11.2 Buildings will be equipped with appropriate PPE, and measures will be introduced to ensure the safety of staff and the public using our services. This will include changes in layout, enhanced hygiene, and controlled access measures in line with Covid-19 secure guidance.
- 3.11.3 The implementation of these measures will significantly reduce capacity in our buildings. Many staff will continue to work from home to enable us to manage this reduction in capacity as well as complying with government advice to avoid the need for travel. Some changes in service locations may also be necessary.
- 3.11.4 We will ensure that there is effective communication with our community as well as our staff, about our arrangements for re-opening these services
- 3.12 **Workforce and wellbeing**
- 3.12.1 Our staff have experienced huge change and uncertainty during the pandemic. Some will have experienced loss of colleagues or loved ones. Many have experienced sudden changes in their work role and been flexibly deployed to different roles to support the council's response to the community.
- 3.12.2 Most of our staff have successfully adapted to new working styles as they have been required to work from home. We expect this to continue in line with government guidance to work from home where possible, and due to the severely restricted office space following

implementation of Covid-19 Secure standards. In the longer term, we want to sustain some of this increase to help reduce our costs and improve productivity.

- 3.12.3 Whilst home working can have many benefits for staff, it requires different working styles and can disconnect staff from their colleagues. Therefore, we will be providing support to managers and staff to help them adapt to new ways of working in the long term.
- 3.12.4 The council has supported its workforce during the pandemic through an enhanced online offer of learning, development and wellbeing support. A workforce survey carried out in April indicated that staff have been supported well during the pandemic, with 87% feeling connected with their team, and 73% saying they have opportunities to express how they are and what they are feeling.
- 3.12.5 We now need to ensure that our workforce can meet the challenges of reconstituting council's services and beyond that into the recovery phase. This will be a further time of rapid change necessitating a flexible, agile and resilient workforce.
- 3.12.6 Our objectives are:
- To remobilise our workforce following the Covid-19 pandemic.
 - To retain and replenish as necessary the health and wellbeing of people to maintain sustained organisational effectiveness and resilience
 - To ensure workforce change is enabled in a consistent and considered way that is widely understood
- 3.12.7 The priorities within this theme are:
- To ensure that our staff have the space to enable them to recover and provide opportunities to reflect on what has happened.
 - To ensure that contributions of teams and individuals during the pandemic are recognised.
 - To clearly explain what is different and why, giving staff opportunities to inform what is retained, restored and realigned.
 - To ensure that staff wellbeing is maintained through effective health and safety at work as well as a focus on mental, physical and financial wellbeing.
- 3.12.8 We will ensure that staff and managers are supported in continuing to adapt to the 'new normal' through:
- Providing effective support for home/ flexible working
 - Ensuring that those staff that have difficulties in working from home- for example because of a lack of space- are appropriately supported so that they can come into one of our office spaces.
 - Adapting our HR policies and procedures.

- Ensuring effective health and safety measures in the workplace, whether at home or in council buildings.
- Providing opportunities for staff to reflect and the time to recover
- Recognising and thanking staff for their contributions during the pandemic.
- Clearly communicating with staff about possible further changes and their impact.
- Ensuring staff can travel safely to work- including measures such as staggered open times.

3.12.9 Implementation of the council's new Terms and Conditions of employment, which had been scheduled for 13 April 2020, was put on hold due to the pandemic response. We are now intending to implement this on 6 July 2020.

3.13 **Dealing with the impact**

3.13.1 We know that the pandemic will have a longer-term impact, particularly on the most vulnerable in our community. In addition to the immediate, temporary measures that we have implemented to protect and support the community, the council will need to consider how to respond to the longer-term impact, some of which is yet to be felt.

3.13.2 This may need us to work differently with our partners, to ensure that there is an effective response to support residents and mitigate any adverse impact.

3.13.3 The council will work to understand impact in the medium to long term, identify the outcomes we need to achieve in order to address these impacts, and develop appropriate responses. Our focus is on the following areas:

- Homelessness and rough sleeping
- Health and social care (including mental health)
- Business and voluntary sector
- Poverty and unemployment
- Safeguarding
- Domestic abuse
- Education and learning
- Crime and antisocial behaviour

3.13.4 We will also consider the impact on different groups within the community, based on the nine protected characteristics, to ensure that our responses are effective in meeting any disproportionate impact.

3.13.5 Working with partner organisations, we will ensure that the collective impact is understood so that effective joint responses can be planned and implemented.

3.14 **Making the most of new ways of working**

3.14.1 The pandemic has required us to work differently to adapt and meet the needs of our community. We have rapidly developed new ways of delivering essential services whilst meeting social distancing requirements, our staff have been flexible in taking on new responsibilities and home working has become the norm.

3.14.2 Pre lockdown, the council was already in the process of a large-scale transformation programme to deliver better outcomes for the community whilst meeting the challenges posed by reducing financial resources. Our vision is to transform the way the council works by 2022, aligned to the move to the new town hall in Whitechapel. This vision is guided by three underpinning principles:

- Working in **partnership**
- A focus on improving **outcomes** for the community
- Using **digital** technology to improve the way we provide services

3.14.3 Much of the change that has come about in response to the pandemic contributes positively to our longer-term vision. The imperative to transform is, if anything, stronger given the combined effect of new needs emerging from the pandemic and the financial impact. As we come out of lockdown and the pandemic subsides, the council will need to consider how some of the new ways of working that have emerged can be made permanent, to accelerate progress towards our transformation vision, meet the needs of our community, and respond to a challenging financial position.

3.14.4 We have identified a number of opportunities to improve the way we work, by making some of the changes introduced during the pandemic permanent. These opportunities include:

- Embedding flexible working in our workforce to improve productivity whilst reducing our office estate in preparation for the move to our new town hall. This includes staff working from home or other locations (potentially including partner office space) and using new technology for virtual meetings.
- Delivering services differently to our residents using technology, giving greater flexibility so that people can access services in the way that suits them, without having to travel to council buildings. We will continue to ensure that those residents who cannot access services digitally can continue to do so
- Better integration of services both within the council and with partners, such as the new integrated discharge hub which is a partnership between the council's adult social care service and the NHS.
- Making the most of opportunities to work alongside the community and voluntary sector to make the most of strengthened community networks that have emerged during the pandemic, and the increase in volunteering.

- The shift away from motorised road transport brings an opportunity to accelerate progress in our liveable streets programme, with environmental benefits from reductions in pollution.

3.15 **The financial context**

- 3.15.1 The government has recognised some of the immediate financial pressure that the COVID pandemic has placed on Local Authorities and has provided additional funding. It has also routed financial and direct support for other areas of the community through Council processes e.g. business rate reliefs and grants and hardship funds for vulnerable residents and the creation of a Community Hub model.
- 3.15.2 In total in excess of £200m of additional funding is anticipated by the Council of which £185m is in respect of grants and reliefs to individuals and businesses in the borough. £19.4m has also been provided as the Council's share of a £3.2Bn national allocation to Local Government to support more generally additional council costs in relation to the pandemic. On 13 May a further national allocation of £600m was announced without further details, although it is now understood that this is to be targeted at care homes through an infection control fund.
- 3.15.3 Whilst the level of resources provided have been significant there remain key challenges for the Council as lockdown is eased and opportunities to move forward as set out above are taken.
- 3.15.4 The Council's budget monitoring processes during 2019/20 have highlighted a gross in year overspend in the order of £26m, £14m of which can be supported through the drawdown of earmarked reserves for items delivered as intended during the year, the remainder will need to be met from General Reserves or reallocation of other earmarked reserves.
- 3.15.5 In part this overspend has arisen through the slippage or non-delivery of agreed savings together with pressure on service budgets particularly in the Children and Culture and Health Adults and Communities areas. Some of the demographic pressures in C&C and H, A & C have been addressed in the budget setting for 2020/21 although the impact of the pandemic on demands for those services means that the assumptions used to estimate those impacts have now altered. There is an urgent need therefore to ensure that budget failures are not continued in 2020/21 requiring prompt and robust action by budget managers.
- 3.15.6 However, there are further impacts on the Council's finances arising from changes to the core income sources used to support the budget i.e. Council tax and Business Rates. Both of the underpinning tax bases are changed as a result of the COVID situation making budget planning on a medium-term basis even more difficult than has been the case in the past.

- 3.15.7 The provision of almost £100m of business rate reliefs and grants has provided a welcome relief to many of the businesses in Tower Hamlets and, it is hoped, will avoid wholesale business failures in the industries targeted – retail, hospitality and leisure, however the impact of COVID on the business rate taxbase and through business failure, will be difficult to determine until much later in the budget cycle. The interaction between the Council's tax base and that of other London Council's is also intrinsically linked through the participation in the London Business Rate pool making projections even more difficult to make with any degree of accuracy.
- 3.15.8 The impact on the Council tax base is similarly significant and arises from a combination of the following factors:
- A reduction in the income collectible and tax base as people lose their jobs and become in receipt of benefits;
 - An increase in the cost of the Local Council Tax Reduction Scheme as a benefit to those becoming unemployed, reflecting that the Council's 100% scheme provides for up to the full value of the Council tax liability to be met from the scheme;
 - A reduction in the collection rate and increase in bad debt as people struggle to pay their bills on a reduced income or facing increased costs themselves;
 - A reduction in the level of assumed growth in the taxbase, used when setting the budget, as the construction industry and home moving were paused at the start of the pandemic
- 3.15.9 These impacts on the Business Rate and Council tax income streams are initially reflected in the 2020/21 Collection Fund but will present a significant negative impact on the 2021/22 and future years' budgets as an assumed collection fund deficit in the order of £30 - £40m is currently estimated and will need to be recovered.
- 3.15.10 These challenges would, on their own, be difficult to manage and this will exacerbate a situation where the Council both wishes to and needs to adapt the offer to residents and other stakeholders to reflect the opportunities and requirements of the area as we emerge from the lockdown.
- 3.15.11 In the short term the deferral of the Fair Funding review, Business Rate Revaluation and proposals for changes to the Business Rate Retention Scheme until 2022 give a further year of respite from even more financial turbulence but clearly, on a medium-term basis, will also need to feature in the Council's planning.
- 3.15.12 In addition, the council will have experienced a reduction in income from activity that has been ceased or scaled back during the pandemic- for example parking enforcement and commercial waste services. (work is ongoing to quantify this, and we hope to include further information in the final Cabinet report.)

3.16 National and local priorities and a new landscape

- 3.16.1 The final strand of our plans ensures that the council's priorities are revisited to ensure that they are aligned to emerging local needs as well as regional and national policy.
- 3.16.2 Ensuring that the council has a clear set of priorities underpinned by plans that are affordable, sustainable and demonstrate best value will be critical if we are to continue to deliver the outcomes that our community should expect.
- 3.16.3 Key to this will be establishing the council's role in facilitating connections and building capacity in the community to meet need, alongside our roles in delivering and commissioning services.
- 3.16.4 We will, as an output from this strand of work, deliver a renewed strategic plan and Medium-Term Financial Strategy, underpinned by renewed plans for transformation, workforce and communications, in Summer 2020.

4 EQUALITIES IMPLICATIONS

- 4.1 The Covid-19 pandemic has impacted on our community and we expect that the impact will continue for the foreseeable future. Our plans will ensure that we understand and respond to this impact in both the short term (continuing pandemic response) and longer term (dealing with the impact.) It is likely that some of the impacts will be felt more severely in some parts of the community.
- 4.2 The full impact of the pandemic and therefore its equalities implications, are not yet understood, but our plans will ensure that we are able to respond appropriately to mitigate adverse impacts.

5 OTHER STATUTORY IMPLICATIONS

- 5.1 This report sets out how the council will respond to the current and emerging Government guidance in relation to recovery from the Covid-19 pandemic. This guidance is referenced more fully in section 3 of the report.

6. COMMENTS OF THE CHIEF FINANCE OFFICER

- 6.1 The extreme financial turbulence experienced and anticipated from the response and recovery phases of the COVID-19 pandemic cannot be underestimated and needs to be recognised as both a key risk and enabler to the aspirations set out in this report. Only through rigorous processes of budget management, prioritisation and control will the Council's overall financial position remain stable through this period.
- 6.2 It is important that the Council understands its increased costs and is able to present them to government to demonstrate and support its claims for additional expenditure to be fully funded.
- 6.3 The direct financial effect from COVID-19 response related expenditure, reduced income (including Business Rates, Council Tax and fees/charges) and the implementation and timing of agreed savings will need to be monitored throughout 2020/21 and fully reflected in the 2021-24 medium term financial strategy (MTFS).

7. COMMENTS OF LEGAL SERVICES

- 7.1 The Council will need to consider whether changes to employee's terms and conditions will be required to take into account any proposed variation of terms such as working hours and location.
 - 7.2 With an increased need for home working remaining in the longer term the Council will also need to have regard to health and safety implications in respect of home working equipment and facilities and review current procedures accordingly.
 - 7.3 As the Council increases the level of services it provides again as part of reconstitution, the Council will have to have regard to the ability of its contractors to restart service provision and potentially make allowances under the contract. Many of the Council's contractors have furloughed staff and made other arrangements in order to protect themselves from costs. Therefore, the Council must liaise with business (including the potential of altering existing contracts) in order to effectively manage the reconstitution process.
 - 7.4 The Council must have continuing regard for PPN/02/20 which is central governments advice regarding the protection of contractors who have been affected by the COVID epidemic in any reconstitution process as the financial effect of the contractors caused by the epidemic may extend after the point when full service provision is resumed.
 - 7.5 It is likely that the Council will need to purchase further or different services in order to facilitate the reconstitution process. This needs to be planned significantly in advance as the Council will still have to follow its constitution and the procurement law as regards such purchases as it is unlikely that any exemptions to procurement would apply.
 - 7.6 The Council will have to have due regard to people who have a protected characteristic for the purposes of the Equality Act 2010 when determining reconstitution actions and in particular ensuring that such persons are not adversely affected by any reconstitution measures when compared with people who do not have the relevant protected characteristic.
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Linked Reports, Appendices and Background Documents

- 'Getting Back to Business', HM Govt 2020
(<https://www.gov.uk/government/publications/our-plan-to-rebuild-the-uk-governments-covid-19-recovery-strategy>)

Linked Report

- Tower Hamlets Together: Our response to Covid-19 (Cabinet, June 2020.)

Appendices

- Appendix 1: Schedule of when key services are expected to reopen

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

- NONE

Officer contact details for documents: N/A

Appendix 1- schedule of services coming back into operation

This appendix lists the core services and functions that have been temporarily closed, or significantly scaled back, as part of our response to Covid-19, and gives an indication of when they will be returned to operation. Please note that this is an indicative schedule which may change dependent on emerging government guidance.

From May 2020 (in line with 'Step One' in Govt guidance)

- Statutory planning and building control services requiring site visits (required as construction industry returns)
- Direct support to schools, initially focussed on returning capacity from June
- Non-urgent assessments and reviews in Adult Social Care (note expected increase in demand as NHS restarts non-urgent services.)
- Assessment of Disabled Facilities Grant applications (note need for PPE to facilitate home visits.)
- Face to face engagement with children, young people and families in Children's Social Care (responding to potential safeguarding issues as we come out of lockdown- note potential PPE need/ social distancing measures.)
- Capital delivery of schemes including Town Hall, housing, other infrastructure projects- subject to review of continuing viability and affordability post lockdown
- Commissioning and procurement programmes (with review of non-essential projects)
- Core IT projects including future sourcing, cloud migration, upgrade of finance and HR systems Handling of member enquiries, starting with urgent cases.
- Restore functions that have been put on hold including but not exhaustive
 - Contract management
 - HR- Recruitment, casework, priority reorganisations, staff awards and recognition, apprenticeships
 - Internal audit, anti-fraud and risk management
 - Communication planning - focussed on reconstitution and recovery plan and revised corporate priorities
 - Relevant transformation programmes refocussed and prioritised
 - Strategic planning, data collection and reporting (inc statutory), performance management and improvement, partnership boards refocussed on recovery and priorities
 - Strategic Financial Planning and statutory elements such as annual accounts production
 - Committee meetings to be run virtually- 'Regular' Executive/Mayoral decision processes, MAB, IMDs for admin/urgent items, licensing subs, SDC/DC, Other meetings where required e.g. Audit Committee 13 May to sign off Accounts, Call-in through OSC meetings
- Other essential support functions to be restored in a phased approach

From June 2020 at the earliest (in line with 'Step Two' in Govt guidance)

- School catering and cleaning (in line with reopening of schools)
- Parent support services

- Children's centres universal offer
- Full trade waste service (as non-essential retail begins to reopen)
- Parking enforcement
- Trading Standards (full service resumes in line with reopening of non-essential retail)
- Registrars (in line with government guidance that small weddings will be able to take place.)

From July 2020 at the earliest- in line with 'Step Three' of the Govt guidance

- Idea Stores- with social distancing measures in place. Appointments system for IT workstations and controlled entry for book browsing/ loans. Possible click and collect service.
- Energy visits to households
- Remaining Amenities in parks- e.g. cafes, pavilions and hired buildings, where social distancing measures can be put in place
- Community events and exhibitions
- Immunisations and screening in schools
- Leisure centres- facilities to reopen where social distancing measures can be put in place.
- Play equipment/ outdoor gyms in parks (with enhanced hygiene measures)
- Return of all committees with physical meetings where appropriate
- Public access to meetings and participation (maintaining social distancing.)

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Cabinet 3 June 2020	 TOWER HAMLETS
Report of Ann Sutcliffe: Corporate Director, Place	Classification: Unrestricted
Agreement with London Mayor's Office for Police and Crime (MOPAC) to provide Police resources on LBTH housing estates and in principle agreement to recharge for the cost of additional services.	

Lead Member	Councillor Sirajul Islam: Statutory Deputy Mayor.
Originating Officer(s)	Karen Swift: Divisional Director Housing and Housing and Regeneration
Wards affected	All wards
Key Decision?	Yes
Forward Plan Notice Published	13 May 2020 – General Exception Notice
Reason for Key Decision	Impact on Wards
Strategic Plan Priority / Outcome	A borough that our residents are proud of and love to live in People live in safer neighbourhoods and anti-social behaviour is tackled

Executive Summary

Tower Hamlets constantly features as one of the most affected Boroughs in terms of incidents of ASB. This manifests particularly on LBTH estates and is reflected in the fact that when surveyed, tenants and leaseholders repeatedly place ASB as amongst their highest priorities.

In recognition of this in June 2017 the Council invested £2.458 million in a range of ASB initiatives of which £1.4 million was invested in the 3-year funding of a Police team specifically tasked with providing additionality to existing commitments on LBTH estates. Under this proposal, LBTH took advantage of 50% match-funding available under Section 92 of the Police Act 1996 and entered into an agreement with the London Mayors Office for Police and Crime (MOPAC) to employ a 14 strong Police team from September 2017 to 2020. This 3-year scheme known as the “Metpatrol plus scheme” ends in September 2020. MOPAC is replacing the current scheme with a new initiative called the “Partnership Plus scheme” which requires that LBTH give 2 months’ notice from the 1st July 2020 should it commit to the continuation of these services from 1st September 2020. .

Given the level of re-assurance the Police team has brought to communities most under threat of ASB on our estates, Cabinet permission is now sought to maintain the 14 strong Police team and enter into a further 3-year £2.47 million agreement with MOPAC under this new scheme. Budgetary provision for this was agreed in the

budget report to Cabinet on 29 January 2020.

In addition, Cabinet are asked to agree the principle that the cost of these security services provided by the Police Team and Parkguard Security Services should be “passed on” to residents by way of a service charge.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Authorise the Corporate Director Place to agree a 3-year Partnership Plus Agreement with MOPAC in line with the contents of this report.
2. Agree that from September 2020 when the current Metpatrolplus scheme ends, residents will be charged for the additional police and security services provided by the Police team under the Partnership Plus Scheme and by Parkguard in line with his report.

1 REASONS FOR THE DECISIONS

- 1.1 In an area with a high level of disruptive incidents, LBTH needs to ensure that the approach towards ASB is consistent with the Governments Regulatory Framework for Housing 2012. In relation to ASB the Neighbourhood and Community Standard requires registered housing providers to demonstrate:
 - (a) that tenants are made aware of their responsibilities and rights in relation to ASB.
 - (b) strong leadership, commitment and accountability on preventing and tackling ASB that reflects a shared understanding of responsibilities with other local agencies.
 - (c) a strong focus exists on preventative measures tailored towards the needs of tenants and their families.
 - (d) prompt, appropriate and decisive action is taken to deal with ASB before it escalates, which focuses on resolving the problem having regard to the full range of tools and legal powers available.
 - (e) all tenants and residents can easily report ASB, are kept informed about the status of their case where responsibility rests with the organisation and are appropriately signposted where it does not.
 - (f) provision of support to victims and witnesses
- 1.2 As set out in section 3, the current arrangement with MOPAC ends in September 2020. This has necessitated a review of the current approach towards tackling ASB involving an option appraisal as to whether the existing methodology of utilising an additional Police team should continue.
- 1.3 Residents particularly in areas affected badly by ASB have appreciated the additional support and re-assurance this has offered them. Thus, in many areas the withdrawal of this service would lead to a rise in ASB without

effective tools to remedy these problems and a subsequent decline in resident satisfaction.

- 1.4 The recommendation seeks approval for the principle of re-charging residents for the cost of these services that tackle ASB. It should be noted that Officer agreement is already in place to pass on charges relating to the Police Team and security services provided by Parkguard to Leaseholders (see 5.6). This recommendation therefore is effectively seeking approval for the Council to pass on the cost of the same services to tenants under its delegated powers subject to a consultation process required under the 1985 Landlord and Tenant Act.

2 ALTERNATIVE OPTIONS

2.1 Option of removing or amending the current level of service provision

- 2.1.1 The Council and Tower Hamlets Homes already work closely with the Police in tackling ASB on its estates. However, the responsibility for the funding of the Police service lies with central and regional government and the Council is not locally accountable for Police performance. This might particularly be the case given the Governments current commitment to increase Police numbers by 20,000 before March 2023. However, of the initial national commitment for an additional 6,000 police by 2020/21 only 1,369 police officers have been committed for London. This means that police numbers are still substantially below levels employed in 2010 and makes it unlikely that in the period between 2021 and 2023 additional police numbers will become available to provide the capacity needed to adequately police ASB on LBTH estates. In the event of a decision to rely upon accessing additional services from the increased Police numbers, there could be no guarantee that resources would be committed or tasked to LBTH estates.
- 2.1.2 It remains an option for the Council not to commit HRA funding through the MOPAC scheme but to resource more council front line services that would tackle ASB. This scenario would mean that LBTH must rely on existing police numbers and resources provided to the Borough Commander by regional and national government to tackle current levels of anti-social behaviour on LBTH estates. Experience strongly suggests however that those committing anti-social acts are far more likely to change their behaviour when spoken to by a Police Officer.
- 2.1.3 In order to reduce costs, the Council could decide to reduce the proposed scale of the agreement by 50% meaning that the Police team would consist of 1 Sergeant and 6 officers. Such a proposal however might reduce the impact of the Police team and reduce the scale of the coverage on LBTH estates. It may also encourage those involved in ASB to resume activities on LBTH estates.
- 2.1.4 However, deploying resources towards providing a greater Police presence (as against more LBTH or THH staff) on LBTH estates has been proven to be an effective way of achieving greater community re-assurance and raising

satisfaction amongst tenants and leaseholders

3 DETAILS OF THE REPORT

- 3.1 In February 2017, Cabinet gave approval for the provision of £2.46 million of HRA funding to support initiatives that would target drug related ASB on Council estates on a pilot basis over a 3-year period. The decision to concentrate resource in this area was based on strong feedback from residents that signalled a worsening situation as well as evidence from an independent research body “Housemark” (an analysis carried out in 2016) that suggested that the level of ASB reports were by some distance the worst in the Capital.

Current funding of the Police team

- 3.2 In July 2017, a Mayoral decision was made to commit £1.42 m of the above sum (£2.458 million) towards the funding of an additional police team. Under this proposal, the Council utilised section 92 of the Police Act 1996 to take advantage of the Metpatrolplus scheme available through the (London) Mayoral Office (known as MOPAC). This was a match-funded arrangement where every Police officer funded by LBTH was complemented by MOPAC creating 7 additional posts out of a 14 strong police team.
- 3.3 The current section 92 agreement with MOPAC (Metpatrolplus) ends in September 2020 and it has already been confirmed last year that this initiative would be phased out from March 2019 onwards allowing time for existing agreements to expire. Instead, MOPAC has introduced a new grant arrangement that offers reduced and preferential rates for Police Officers called the “Partnership Plus” scheme. (see section 4). This requires that 2 months’ notice should be given from the 1st July 2020 if LBTH decide to enter into the Partnership plus agreement from the 1st September 2020.
- 3.4 Cabinet in January agreed growth funding to enable the enhanced ASB function to be sustained beyond the three-year pilot programme.

3.5 Services provided by Parkguard

- 3.5.1 The approval of £2.46 million included a commitment of £840,000 for services provided by Parkguard, a CSAS accredited security consultancy with delegated powers that empower them to request identification and issue penalty notices and ASB Warnings. Parkguard, who are specialists in handling issues of ASB and Community re-assurance are a procured service who have a 2-year contract until June 2020 with an option to extend for a year (this has already been taken up) whilst a re-procurement takes place.
- 3.5.2 Working closely with the Police Team, Parkguard provide the following services;

- Community re-assurance in a Neighbourhood (this may be before the deployment of the Police team or after when it is decided to deploy the Police elsewhere but retain a presence in an area);
- To collect community safety intelligence prior to a Police and ASB team initiative.

3.5.2 The approach of Parkguard is that they are much more than just an accredited security company guarding an area and moving ASB on. Community reassurance and engagement with the public is a key part of the service they provide.

3.6 **Outcomes since September 2017**

The ASB team working alongside the MOPOC funded officers have contributed to a significant increase in targeted actions on THH estates, focussing on actions to disrupt drug dealing and abuse on estates and providing a visible reassurance to residents that encourages further reporting of transgressions.

Police team	2018/19	2019/20
Number of arrests	195	245
Number of stop and searches	1072	1181
Number of ASB warning notices	1846	1858

Parkguard	2018/19	2019/20
Number of ASB Warnings issued	423	272
Area Search person/article	233	222
Person arrested by Police	14	10

3.7 **Reduction in ASB phone call**

The table below shows an 18% reduction between 2016/17 and 2018 in the number of telephone calls reporting ASB. Additionally, figures demonstrate a huge increase in recorded drug offences reflecting the high profile given to this issue by the Police team and Parkguard.

	2016/17	2017/18	2018/19	Compared to previous Year
ASB calls to Police	18,330	14,462	15,096	634 (4.38%)
ASB repeat callers	507	552	533	-19 (3.44%)
Total Drugs offences	1501	1600	2405	805 Increase

3.7.1 In terms of casework, the following table provide analysis of the Police teams to ensure that cases are resolved efficiently and even reduce past backlogs.

	ASB cases opened	ASB cases closed
June 18-March 19	938	748
June 19-March 20	1053	1088

3.7.2 As noted above, the highly successful ASB warning system has resulted in 3702 notices being issued by the THH police team and Parkguard in the past 2 years. Importantly only 9% of people issued with an ASB warning are coming to the attention of the service again.

3.7.3 Part of the new ASB Warning process includes joint home visits from the THH ASB team and Police advising families of the consequences of this bad behaviour and that their homes are at risk if this continues.

3.7.4 The partnership has been successful in introducing Partial Premises Closure Order in the borough, a measure now being replicated in other Boroughs. To date we have implemented 36 Closure Orders (since June 2018) and this has proven a hugely successful intervention leading to large reductions in ASB activity in the associated areas.

3.7.5 These Orders have also prevented unauthorised persons such as rough sleepers and drug dealers/users from entering the communal areas of an estate. The Order has the power of arrest attached to them and once the orders are in place the police team intensively patrol the blocks and surrounding estate. Resident feedback from all areas has been positive with residents advising they have seen a reduction in individuals and gangs causing disturbances.

3.7.6 The partnership is carrying out early morning rough sleeper patrols starting at 4am which include referrals made to the Drugs and Alcohol team. Latest data shows that 15% of referrals into the treatment system are via criminal justice agencies (police, probation, prison) but our 'on street' referrals are unique to this partnership and the only instant referral currently being made to them.

3.7.7 THH has assisted in wider Police and LBTH partnership work such as Operation Continuum and Operation Shadow where we used local knowledge, experience and resources from the partnership to support the Police to disrupt and carry out enforcement action targeted at the drugs market. Operation Continuum, carried out in the Weavers Ward acted upon intelligence gathered by the service from which 19 warrants were executed, and large quantities of money and drugs recovered.

3.7.8 When an individual fail to take responsibility for their behaviour and has refused diversion/support services stronger enforcement action is taken. Positive requirements can be included in the terms of injunctions giving the individual no option but to seek help and support, but custodial sentences and Possession Orders have been outcomes of our work when necessary.

- 3.7.9 This pattern of improvement is also evidenced in overall satisfaction with how THH deals with ASB over the past year demonstrated in the table below:

Quarter	Satisfaction with handling	Satisfaction with outcome
Q1	44%	47%
Q2	47%	51%
Q3	58%	59%
Q4 (Jan & Feb data only)	65%	69%

- 3.7.10 An analysis of incident reports in ASB hotspots carried out between September 2016/17 and 2018/19 has also taken place. This shows areas where the Police team have been most visible since its formation in September 2017 recording the largest drops in ASB activity reports.

THH estate	2016/17	2017/18	2018/19
Chicksand	62	53	40
Avebury	53	39	32
Collingwood	46	40	33
Shadwell Gardens	27	15	7
Berners North	37	39	23

4 **PARTNERSHIP PLUS SCHEME**

- 4.1 Following the phasing out of “Metpatrol Plus”, MOPAC have introduced the Partnership Plus scheme. This enables Local Authorities only to apply for additional Police at 21% under the full cost of an Officer.
- 4.2 Costings based on the Partnership Plus rates for 2019/20 are as follows though rates for subsequent years will be subject to the impact of recommendations from the Police Remuneration Review Body and will be notified annually.

Officer	2019/20
Constable	£57,000
Sergeant	£70,500
Inspector	£86,000

- 4.3 Given the reduced match-funding available for Partnership Plus, a set of options were examined with regards to future provision. These took place in conjunction with a review of service provided by Parkguard who an accredited security service is whose work is closely aligned with the Police Team. Parkguard are used to:

- To provide community re-assurance in a Neighbourhood (this may be before the deployment of the Police team or after when it is decided to deploy the Police elsewhere but retain a presence in an area)

- To collect community safety intelligence prior to a Police Officer and ASB team initiative.

4.4 The following options for the service were considered:

- Option 1 – Maintain existing staffing levels of 2 sergeants and 12 constables and 2 Parkguard crews, 1 x 7 days per week & 1 x 5 days per week.
- Option 2 – Have a reduced police team of 1 sergeant and 6 constables, and 2 Parkguard crews, 1 x 7 days per week & 1 x 5 days per week.
- Option 3 - Increase Parkguard coverage with 3 crews, 2 x 7 days per week & 1 x 5 days per week with no police.

4.5 Following an assessment of incident reports and ASB calls, it was concluded that a reduction in Police team numbers would have a probable impact on the ability to react effectively to ASB incidents as well as risk a negative view of the service amongst residents. Option 1 was therefore recommended as most viable.

4.6 However, given the loss of subsidy available through Metpatrol Plus, Option 1 also involved a considerable rise in in operating costs as explained below:

- The cost of 12 officers and 2 sergeants therefore rises from £490,000 per year in 2017 to £825,000 per annum under the new Partnership plus scheme
- The full cost of the police team over the 3 years is estimated to be £2.47 million representing a growth of £1.05 million for this period compared with 2017-20.

4.7 It is therefore proposed to enter into a 3 year grant agreement with MOPAC to employ a 14 strong team on LBTH estates. The agreement contains a six-month break clause should either side wish to end the agreement earlier

5 POLICY TO RECHARGE RESIDENTS

5.1 In 2017/18, the Cabinet made the decision not to pass on to residents the costs of £2.4 million agreed for expenditure on ASB initiatives other than a £120,000 charge spread amongst leaseholders that was previously committed to the Tower Hamlets Civil Enforcement service (known as THEO's). This was because it was a pilot programme funded from HRA balances.

5.2 As set out in 4.6 over the next 3 years, the proposed Police team will involve a growth of £1.05 million and a total cost of £2.47 million.

- 5.3 In addition, re-procuring ASB and Community re-assurance services currently provided by Parkguard support for a 3 year period will cost approximately £840,000 over a 3 year period..
- 5.4 Inevitably, should this charge be assimilated within existing budgets there would be an impact on the ability to provide other parts of the service and efficiencies would have to be found.
- 5.5 To pass on a charge to residents, a Landlord must be sure that a charge is reasonably incurred. Typical costs that can be included are repairs and maintenance. However, improvements cannot be included.
- 5.6 THH are already passing on a service charge in relation to ASB to Leaseholders. Therefore, already there is a precedence of recharging Leaseholders for this service. For this reason, following Officer agreement, additional ASB services have already been included in this years' Service Charge estimates for services provided by both the Police Team and Parkguard. Total leaseholder's payment now includes £49.97 for existing ASB services plus £61.68 for the additional services, a total of £111.65
- 5.7 It is now recommended that from September 2020, following consultation with residents the Cabinet agree the principle that the cost of these additional services should also be recharged to tenants. The current advice from Benefit Services is that should there be a service charge, tenants would be eligible to claim this from housing benefit. The increased annual charge for these additional services is estimated to be £61.68 or £1.20 per week with costs of existing ASB services already contained in the existing rental charge.

6. EQUALITIES IMPLICATIONS

- 6.1 An equality analysis quality assurance (EAQA) checklist, has been conducted to determine the impact of the proposal on protected groups under the Equality Act 2010. The analysis has shown that the impact of the proposal is broadly equivalent to all the groups. Furthermore, within these categories most residents are protected from the proposed service charge introduction through the benefit system. The analysis also points out that the proposals may have an impact on a small number of working residents who may be working but fall outside the benefits systems. However, financial advice will be available through THH and other agencies for these categories of residents, and where applicable, their eligibility to benefits re-assessed. The EAQA is as shown in appendix 1.
- 6.2 Despite the higher levels of ownership amongst Council stock, there is still a significantly level of socio economics difficulties amongst residents which also now includes a substantial number of people who sub-let their home. Additionally, there is a greater chance that LBTH residents are from a minority

group, are disabled or have a health difficulty. For people living in this situation, the impact of ASB can have a devastating and alienating impact on their lives. The presence of services provided by the Police Team and their partner's Parkguard have played a substantial role in increasing community re-assurance and people's satisfaction with the area they live in.

7. OTHER STATUTORY IMPLICATIONS

- 7.1 **Best Value Implications:** It has been demonstrated in this report that there has been and improvement in the outcomes and performance of ASB resulting in an enhanced resident satisfaction. Although Partnerships Plus will cost more than its predecessor MetPatrol, because MOPAC discontinued match funding, the new scheme still present value-for-money given the significant improvement towards tackling endemic ASB. Particularly, in that powers of enforcement by police is greater, with those involved in ASB more likely to desist with the threat of police presence. The MOPAC grant scheme also offers a 21% per Officer reduction on the full cost of each funded Police Officer or Sergeant.
- 7.2 **Environmental (including air quality):** No environmental implications
- 7.3 **Risk Management:** Risks to this proposal will be mitigated through targeting ASB hotspots and additional legal capacity to enforce any action ensuing. The proposals provide addition police resource, which otherwise would not have been readily available given the competing policing demands and priorities.
- 7.4 **Crime Reduction:** The extended ASB measure address residents' expressed concerns about persisted ASB on LBTH's estates. The presence of a Police team with powers to arrest and able to target ASB hot spots have already resulted in positive outcomes which has been reassuring to residents as shown in this report.
- 7.5 **Safeguarding:** Partnership Plus seek to cement the gains under its predecessor MetPatrol and aim to enhance community cohesion on LBTH's estates managed by THH. The proposal will reinforce LBTH's programmes that provide community coherence, working with young people and vulnerable groups affected by ASB.
- 7.6 **Data Protection / Privacy Impact Assessment:** N/A

8. COMMENTS OF THE CHIEF FINANCE OFFICER

- 8.1 Over the past three years LBTH has invested £2.548m in a range of ASB schemes including £1.42m in the MOPAC police service which employed 14 police officers on estates and a further £0.840m in Parkguard security service. These costs are contained entirely within the HRA.

- 8.2 The previous MOPAC agreement included match funding through s92 of the Police Act, 1996. It is proposed to renew this contract from September 2020 and will require growth of £1.05m as this match funding is no longer available, with the MOPAC scheme being withdrawn and replaced by a Partnership Plus scheme.
- 8.3 A growth bid was approved for this additional funding within the HRA as part of the 2020/21 budget setting process, approved at Cabinet in January 2020. This provided additional funding of £0.550m in 2020/21 and a further £0.555m in 2021/22.
- 8.4 The Parkguard security service is being extended for a further year at budgeted levels.
- 8.5 Subsequently a decision has been taken to fund the MOPAC service through tenant and leaseholder service charges, resulting in full cost recovery and negating the need for the growth bid, which will be offered as a compensatory saving. Tenants will be charged a service charge of £1.20 per week on all estates for the provision of this service and leaseholders an annual charge of £111.65. Eligible tenants will be able to claim this charge through their Housing Benefits.

9 COMMENTS OF LEGAL SERVICES

- 9.1 The Council, together with its partners, has various statutory duties and Powers in relation to crime and disorder and the misuse of drugs as set out in The Crime and Disorder Act 1998, the Anti-Social Behaviour Act 2003 and the Anti-Social Behaviour Crime and Policing Act 2014.
- 9.2 Under sections 6 and 7 of the Crime and Disorder Act 1998 the Council and its statutory partners have a duty to formulate and implement strategies for the reduction of crime and disorder, the misuse of drugs, alcohol and other substances and for reducing re offending in the area. Engaging the services of police officers under MOPAC's scheme of Partnership Plus will assist the Council to comply with its statutory duties.
- 9.3 The recommendation seeks approval for the principle of re-charging tenants or the cost of providing policing services that tackle ASB. It is noted at paragraph 5.6 of the report that agreement is already in place to pass on charges relating to the Police Team and security services provided by Parkguard to Leaseholders under the existing arrangement. It is also noted at paragraph 5.6 that leaseholders have been notified of the charges in this years' service charge estimates. As the sum to be charged to leaseholders exceeds the current threshold of £100 for a qualifying long-term agreement, the Council must consult leaseholders on the proposal in accordance with section 20 Landlord and Tenant Act 1985
- 9.4 Section 103 of the Housing Act 1985 requires landlords to serve four weeks' notice of variation of any rent charges or charges for the provision of services

or amenities, however there is no statutory requirement to consult tenants about the proposal to introduce the charges. The consultation duty set out in section 105 Housing Act 1985 does not cover rental charges or charges for services or amenities as they do not come within the definition of matters of housing management.

- 9.5 Under the Council's constitution the executive decision making power for grants is delegated to the Grants Determination Sub-Committee of Cabinet. However, the Council operates executive arrangements for the purposes of the Local Government Act 2000 which means that for these purposes the delegator of that the power to the Grants Determination sub-committee is the Mayor. The Mayor as delegator of the decision making power is entitled to make the decision himself and therefore it is lawful for this decision to proceed by way of Mayor in Cabinet and in accordance with the Constitution.
- 9.8 S.92 allows the Council to fund MOPAC without competition (and in any event competition would be absent). However, this does not apply to the funding relating to Parkguard. The Parkguard contract will expire part way through the new Partnership Plus scheme even if the Council elects to exercise the extension right. Therefore, the Council will reprocure the part of the services currently provided by Parkguard in line with Procurement Law and the constitution to ensure that these services continue to be provided until the end of the Partnership Plus arrangement.
- 9.9 Therefore, references to Parkguard include any subsequent winning bidder following the next tender exercise
- 9.10 Following the Equality Assessment there are no immediate equalities law implications under this report
-

Linked Reports, Appendices and Background Documents

Linked Report

NONE

Appendices

Appendix 1 EQIA Check list Charging for ASB services (002)
Appendix 2 THH tenant profile and HB-UC profile_20May20FINAL

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

NONE

Officer contact details for documents: N/A

EQUALITY ANALYSIS QUALITY ASSURANCE CHECKLIST

Name of 'proposal' and how has it been implemented (proposal can be a policy, service, function, strategy, project, procedure, restructure/savings proposal)	Agreement with London Mayor's Office for Police and Crime (MOPAC) to provide Police resources on LBTH housing estates and in principle agreement to recharge for the cost of additional services.
Directorate / Service	Place/ Housing and Regeneration
Lead Officer	Karen Swift
Signed Off By (inc date)	
Summary – to be completed at the end of completing the QA (using Appendix A) (Please provide a summary of the findings of the Quality Assurance checklist. What has happened as a result of the QA? For example, based on the QA a Full EA will be undertaken or, based on the QA a Full EA will not be undertaken as due regard to the nine protected groups is embedded in the proposal and the proposal has low relevance to equalities)	<div data-bbox="1111 627 1193 707" style="background-color: #008000; width: 37px; height: 50px; margin-bottom: 10px;"></div> <p>This report considers the likely impact of a proposed service charge rise of £1.20 or £61 a year to tenants for the provision of additional services relating to ASB</p> <p>An equality analysis quality assurance (EAQA) checklist, has been conducted to determine the impact of the proposal on protected groups under the Equality Act 2010. The analysis has shown that the impact of the proposal is broadly equivalent to all the groups. Furthermore, within these categories most residents are protected from the proposed service charge introduction through the benefit system.</p> <p>The analysis also points out that the proposals may have an impact on a small number of working residents who may be working but fall outside the benefits systems. However, financial advice will be available through THH and other agencies for these categories of residents, and where applicable, their eligibility to benefits re-assessed.</p> <p>The presence of a Police team with powers to arrest and able to target ASB hot spots have already resulted in positive outcomes which has been reassuring to residents.</p>

	<p>The EAQA is as shown in appendix 1.</p> <p>See appendix 2 for a breakdown of possible impact based on protected characteristics.</p>
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Stage	Checklist Area / Question	Yes / No / Unsure	Comment (If the answer is no/unsure, please ask the question to the SPP Service Manager or nominated equality lead to clarify)
1	Overview of Proposal		
a	Are the outcomes of the proposals clear?	Yes	<p>The 3rd June Cabinet will consider a proposal to enter into a further agreement with MOPAC to provide a 14 strong Police team to tackle serious ASB based on LBTH housing estates. This scheme which will begin in September 2020 will follow the expiry of the current Metpatrol agreement which was successful in tackling drug related ASB on THH estates</p> <p>However, it is recommended that the cost for these additional ASB services which also includes community re-assurance services provided by Parkguard are passed on to tenants and leaseholders.</p> <p>As is consistent with the requirements of the lease, these charges have already been billed to Leaseholders. However, the report which supports the principle of recharging also recommends that this should be passed on to Tenants in a weekly charge of about £1.20 or £61 a year</p> <p>The EIA therefore focuses on the impact that the proposed increase in charges will have on tenants.</p>
b	Is it clear who will be or is likely to be affected by what is being proposed (inc service users and staff)? Is there information about the equality profile of those	Yes	<p>The increased charges are for all 11306 current tenanted properties. Of these, 7743 were in receipt of full/partial HB</p>


	affected?		<p>or Universal Credit (68.5% of all tenanted Households). This means that almost 69% of tenants will not experience the full impact of the proposed additional costs - 2167 of these households are in receipt of full HB and will not be impacted at all (19.2% of all tenanted Households).</p> <p>There is information about the equality profile of those affected because THH regularly collects such performance information.</p> <p>In addition, under this proposal, THH must consult with residents and in the process will collect further data that may assist when assessing individual circumstances.</p>
2	Monitoring / Collecting Evidence / Data and Consultation		
a	Is there reliable qualitative and quantitative data to support claims made about impacts?	Y	An initial assessment has been carried out but further analysis will take place following the consultation process that must take place over the proposed rent/service charge
	Is there sufficient evidence of local/regional/national research that can inform the analysis?	Y	The analysis relies on internal data held by THH which reports on numbers of tenants on Housing Benefit and utilises information held on protected characteristics.
b	Has a reasonable attempt been made to ensure relevant knowledge and expertise (people, teams and partners) have been involved in the analysis?	Y	It is accepted that a fuller analysis may occur when carrying out the required consultation over the proposed rent/service charge increase. This initial assessment has included THH Business Analysts, THH client team and Finance
c	Is there clear evidence of consultation with stakeholders and users from groups affected by the proposal?	Y	Under the 1985 Housing Act, THH are required to fully consult regarding the proposal to increase charges and this will follow the in principle agreement that is sought from the Cabinet
3	Assessing Impact and Analysis		
a	Are there clear links between the sources of evidence (information, data etc) and the interpretation of impact amongst the nine protected characteristics?	Y	<p>We have carried out an assessment using information held about housing benefit take up and broken this down into nine protected characteristics-see appendix</p> <p>The results show that the protected groups are more likely to</p>

			<p>be protected from the increase in charges through claiming HB or Universal Credit Key highlights to this show;</p> <p>Women- hold 56% of LBTH tenancies but that</p> <ul style="list-style-type: none"> • 58% of those on full HB are women • 59% of those on partial HB are women • 55% of those on Universal Credit are women <p>Age-those between 30 and 54 hold 54% of LBTH tenancies but</p> <ul style="list-style-type: none"> • 40% of those on full HB are between 30 and 54 • 50% of those on partial HB are in this age group • 68% of those on Universal Credit are also in this category <p>Disability-19% of residents have 1 or more disabilities Of those;</p> <ul style="list-style-type: none"> • 36% of those claiming full HB come from this group • 24% of those claiming Partial HB have a disability • 13% of those claiming Universal Credit have a disability
b	Is there a clear understanding of the way in which proposals applied in the same way can have unequal impact on different groups?	Y	<p>The analysis demonstrates that those from protected groups are more likely to be able to claim benefit coverage for the additional charge and there is a relatively equal impact from across groups from this rise.</p> <p>It is however accepted that there may be an impact on a minority that fall within a specific socio economic group-working but failing the parameters of being able to claim benefits. In these circumstances, THH offer a range of financial and benefit advice and where appropriate will refer to other agencies who can carry out re-assessments as to whether these increased charges now fall within the benefit threshold.</p>

4	Mitigation and Improvement Action Plan		
a	Is there an agreed action plan?	Y	A full action plan will be agreed and communicated following the outcome of the resident consultation relating to the increased charge. In addition, arrears will be monitored, and debt support provided and referred as appropriate, to agencies to mitigate impact.
b	Have alternative options been explored	Y	An option exists not to pass on the service charge rise to tenants. However, the impact of this will be that other key services to residents may have to be cut or reduced.
5	Quality Assurance and Monitoring		
a	Are there arrangements in place to review or audit the implementation of the proposal?	Y	A fuller assessment will occur following responses to the resident consultation process
b	Is it clear how the progress will be monitored to track impact across the protected characteristics??	Y	See 5a above
6	Reporting Outcomes and Action Plan		
a	Does the executive summary contain sufficient information on the key findings arising from the assessment?	Y	See above

Appendix A

(Sample) Equality Assessment Criteria

Decision	Action	Risk
	Proceed with implementation	Green: 

THH profile of all named tenants

Age Group	Tenants
Under 16	0.03%
16-19	0.02%
20-24	1.13%
25-29	3.29%
30-39	19.36%
40-49	24.14%
50-54	10.63%
55-59	9.42%
60-64	8.74%
65-69	6.62%
70+	16.10%
Prefer not to say	0.33%
Unknown	0.19%
Total	100.00%

Gender	Tenants
Female	56.17%
Male	43.64%
Other gender identity	0.01%
Prefer not to say	0.01%
Unknown	0.17%
Total	100.00%

Ethnicity	Tenants
Asian or Asian British: Bangladeshi	46.98%
White: British	18.14%
White: Other White	4.15%
Black or Black British: Somali	3.26%
Black or Black British: Caribbean	2.57%
Black or Black British: African	2.41%
White: Unknown	2.43%
Asian or Asian British: Unknown	1.95%
Asian or Asian British: Indian	0.74%
Asian or Asian British: Other Asian	1.25%
White: Irish	1.09%
Black or Black British: Other Black	1.22%
Asian or Asian British: Chinese	0.65%
Asian or Asian British: Pakistani	0.57%
Any other ethnic group	0.77%
Dual: Other	0.69%
Asian or Asian British: Vietnamese	0.60%
Black or Black British: Other African	0.48%
Dual: Black African & White	0.39%
Dual: Black Caribbean & White	0.37%
Dual: Asian & White	0.15%
Black or Black British: Unknown	0.18%
Dual: Unknown	0.04%
Dual: Asian & Black	0.01%
Prefer not to say	6.97%
Unknown	1.95%
Total	100.00%

Disability	Tenants
No disability	73.30%
One or more disability	19.01%
Unknown	7.69%
Total	100.00%

Religion & Belief	Tenants
Muslim	50.81%
Christian	15.33%
No religion	5.81%
Other	0.65%
Hindu	0.19%
Jewish	0.38%
Buddhist	0.48%
Sikh	0.15%
Prefer not to say	14.02%
Unknown	12.19%
Total	100.00%

Sexual Orientation	Tenants
Heterosexual	63.13%
Gay	0.42%
Bisexual	0.35%
Lesbian	0.11%
Other	0.05%
Prefer not to say	20.62%
Unknown	15.32%
Total	100.00%

THH Profile of all named tenants in receipt of HB/ Universal Credit

Age Group	Tenants			
	Full HB	Partial HB	Universal Credit	Total
16-19	0.00%	0.00%	0.07%	0.02%
20-24	0.40%	0.15%	3.16%	1.15%
25-29	1.36%	0.93%	6.46%	2.76%
30-39	11.45%	15.42%	26.09%	17.67%
40-49	18.06%	25.01%	29.01%	24.38%
50-54	10.29%	9.43%	12.79%	10.71%
55-59	9.33%	8.22%	10.56%	9.25%
60-64	9.17%	7.86%	9.24%	8.64%
65-69	10.25%	8.64%	2.05%	7.03%
70+	29.48%	24.13%	0.31%	18.17%
Prefer not to say	0.12%	0.18%	0.21%	0.17%
Unknown	0.08%	0.03%	0.03%	0.04%
Total	100.00%	100.00%	100.00%	100.00%

Gender	Tenants			
	Full HB	Partial HB	Universal Credit	Total
Female	57.71%	58.73%	55.98%	57.60%
Male	42.29%	41.27%	43.92%	42.37%
Prefer not to say	0.00%	0.00%	0.07%	0.02%
Unknown	0.00%	0.00%	0.03%	0.01%
Total	100.00%	100.00%	100.00%	100.00%

Ethnicity	Tenants			
	Full HB	Partial HB	Universal Credit	Total
Asian or Asian British: Bangladeshi	42.93%	48.73%	56.18%	49.48%
White: British	21.35%	19.43%	11.74%	17.56%
White: Other White	5.45%	4.65%	2.47%	4.19%
Black or Black British: Somali	3.92%	3.21%	3.30%	3.43%
Black or Black British: Caribbean	3.08%	1.90%	2.78%	2.49%
White: Unknown	2.68%	2.60%	1.67%	2.33%
Asian or Asian British: Unknown	2.40%	2.11%	2.36%	2.27%
Black or Black British: African	1.96%	1.21%	3.47%	2.12%
White: Irish	1.84%	1.59%	0.17%	1.22%
Asian or Asian British: Other Asian	0.92%	1.23%	1.42%	1.21%
Black or Black British: Other Black	0.84%	0.80%	1.46%	1.01%
Asian or Asian British: Indian	1.00%	0.57%	0.90%	0.79%
Any other ethnic group	0.60%	0.75%	0.80%	0.72%
Asian or Asian British: Vietnamese	0.56%	1.08%	0.35%	0.71%
Dual: Other	0.64%	0.33%	1.04%	0.64%
Asian or Asian British: Chinese	0.60%	0.82%	0.38%	0.63%
Asian or Asian British: Pakistani	0.40%	0.64%	0.69%	0.59%
Black or Black British: Other African	0.40%	0.33%	0.59%	0.43%
Dual: Black African & White	0.52%	0.26%	0.52%	0.41%
Dual: Black Caribbean & White	0.44%	0.15%	0.52%	0.35%
Black or Black British: Unknown	0.16%	0.23%	0.17%	0.19%
Dual: Asian & White	0.20%	0.13%	0.14%	0.15%
Dual: Unknown	0.04%	0.03%	0.07%	0.04%
Dual: Asian & Black	0.04%	0.03%	0.00%	0.02%
Prefer not to say	5.57%	5.45%	4.48%	5.18%
Unknown	1.44%	1.75%	2.29%	1.83%
Total	100.00%	100.00%	100.00%	100.00%

Disability	Tenants			
	Full HB	Partial HB	Universal Credit	Total
No disability	60.51%	71.09%	79.53%	70.86%
One or more disability	35.72%	23.28%	12.75%	23.36%
Unknown	3.76%	5.63%	7.71%	5.77%
Total	100.00%	100.00%	100.00%	100.00%

Religion & Belief	Tenants			
	Full HB	Partial HB	Universal Credit	Total
Muslim	49.26%	53.15%	60.04%	54.24%
Christian	17.46%	15.57%	10.98%	14.66%
No religion	6.69%	4.88%	5.42%	5.54%
Other	0.84%	0.64%	0.63%	0.69%
Buddhist	0.60%	0.51%	0.35%	0.49%
Jewish	0.28%	0.64%	0.10%	0.38%
Hindu	0.32%	0.08%	0.24%	0.19%
Sikh	0.28%	0.08%	0.21%	0.17%
Prefer not to say	14.78%	13.93%	9.59%	12.81%
Unknown	9.49%	10.51%	12.44%	10.84%
Total	100.00%	100.00%	100.00%	100.00%

Sexual Orientation	Tenants			
	Full HB	Partial HB	Universal Credit	Total
Heterosexual	64.08%	64.74%	65.46%	64.79%
Gay	0.72%	0.21%	0.35%	0.39%
Bisexual	0.40%	0.31%	0.31%	0.33%
Lesbian	0.08%	0.08%	0.21%	0.12%
Other	0.04%	0.05%	0.07%	0.05%
Prefer not to say	23.19%	22.00%	19.39%	21.51%
Unknown	11.49%	12.62%	14.21%	12.81%
Total	100.00%	100.00%	100.00%	100.00%

THH profile of all named tenants

Gender Identity	Tenants
Gender same as at birth	35.23%
Gender reassigned	0.18%
Prefer not to say	9.30%
Unknown	55.29%
Total	100.00%

Employment Status	Tenants
Retired	12.05%
Employed	0.13%
Company	0.00%
Unemployed	0.16%
Self employed	0.01%
Student	0.02%
Prefer not to say	0.03%
Unknown	87.59%
Total	100.00%

Marriage & Civil Partnership	Tenants
Married	19.24%
Single	2.73%
Widowed	0.46%
Co-habiting	0.26%
Divorced	0.33%
Separated marriage/ civil partnership	0.39%
Same-sex registered civil partnership	0.02%
Civil partnership legally dissolved	0.01%
Prefer not to say	0.35%
Unknown	76.21%
Total	100.00%

Pregnancy & Maternity	Tenants
Baby expected	0.08%
Unknown	99.92%
Total	100.00%

THH Profile of all named tenants in receipt of HB/ Universal Credit

Gender Identity	Tenants			
	Full HB	Partial HB	Universal Credit	Total
Gender same as at birth	33.44%	34.59%	40.69%	36.18%
Gender reassigned	0.16%	0.15%	0.24%	0.18%
Prefer not to say	9.61%	9.71%	8.65%	9.36%
Unknown	56.79%	55.54%	50.42%	54.28%
Total	100.00%	100.00%	100.00%	100.00%

Employment Status	Tenants			
	Full HB	Partial HB	Universal Credit	Total
Retired	22.35%	17.84%	0.35%	13.62%
Unemployed	0.40%	0.21%	0.10%	0.23%
Employed	0.04%	0.03%	0.17%	0.08%
Student	0.00%	0.03%	0.00%	0.01%
Prefer not to say	0.04%	0.03%	0.03%	0.03%
Unknown	77.17%	81.88%	99.34%	86.03%
Total	100.00%	100.00%	100.00%	100.00%

Marriage & Civil Partnership	Tenants			
	Full HB	Partial HB	Universal Credit	Total
Married	15.78%	21.00%	22.62%	20.09%
Single	2.92%	1.67%	3.89%	2.70%
Widowed	0.68%	0.72%	0.31%	0.58%
Divorced	0.36%	0.33%	0.42%	0.37%
Separated marriage/ civil partnership	0.36%	0.18%	0.56%	0.35%
Co-habiting	0.16%	0.18%	0.21%	0.18%
Same-sex registered civil partnership	0.04%	0.00%	0.00%	0.01%
Prefer not to say	0.12%	0.08%	0.28%	0.15%
Unknown	79.58%	75.84%	71.72%	75.57%
Total	100.00%	100.00%	100.00%	100.00%

Marriage & Civil Partnership	Tenants			
	Full HB	Partial HB	Universal Credit	Total
Baby expected	0.08%	0.00%	0.17%	0.08%
Unknown	99.92%	100.00%	99.83%	99.92%
Total	100.00%	100.00%	100.00%	100.00%

Cabinet 3 June 2020	 TOWER HAMLETS
Report of: Debbie Jones, Corporate Director Children and Culture	Classification: Unrestricted
Contract Services Supplier Contracts 2020/2021	

Lead Member	Councillor Candida Ronald - Cabinet Member for Resources & the Voluntary Sector
Originating Officer(s)	Ronke Martins-Taylor, Divisional Director Youth and Commissioning Jenny Pittam, Interim Head of Contract Services
Wards affected	N/A
Key Decision?	Yes
Forward Plan Notice Published	13 May 2020 – General Exception Notice
Reason for Key Decision	Financial Threshold
Strategic Plan Priority / Outcome	A dynamic outcomes-based Council using digital innovation and partnership working to respond to the changing needs of our borough.

Executive Summary

This report sets out a request to approve extensions for Contract Services that are let jointly for the Procurement Across London (PAL) group. The PAL group is a London and Regional Catering Managers consortium and it includes the following councils:

- Havering,
- Barking & Dagenham,
- Enfield,
- Waltham Forest,
- Tower Hamlets,
- The Royal Borough of Greenwich
- Thurrock Unitary Authority

PAL contracts are managed by London Borough of Havering One Source procurement team on behalf of the London Borough of Tower Hamlets.

This report is required because there have been delays by London Borough of Havering One Source in procuring catering contracts in time due:

- to changes in their procurement leadership team,
- loss of department staff; and
- capacity issues.

The PAL group contracts that are the concern of this report expired variously in September 2018 and December 2019. This resulted in all PAL local authorities being in breach of local authority Procurement Regulations.

Concern about the delays in awarding the new PALs contracts were raised by the PAL group at their meeting in October 2019 and it was agreed to complain formally, in writing, to the Head of Procurement at London Borough of Havering One Source; and to ask for an explanation for the contract delays. In February 2020 a response was received from One Source who promised to dedicate more resources to the PAL group and to procure contracts by summer 2020.

Although the Mayor and Burgesses of the London Borough of Havering have signed contract extensions LBTH must now seek local approval to authorise expenditure. Approval will:

1. Enable the London Borough of Tower Hamlets to regularize its current use of the extended PAL contracts;
2. Ensure that, if needed, following the end of the extended PAL contracts the relevant Corporate Director has delegated authority to undertake monthly expenditure until Havering has awarded new contracts;
3. Allow London Borough of Tower Hamlets enough time to follow its own internal due processes to authorize the award and expenditure against those contracts.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Approve, in line with the timetable below, the contract extensions that are let jointly for the Procurement Across London (PAL) group; and
2. Delegate authority to the Corporate Director to authorise monthly expenditure until new contracts have been awarded by Havering One Source.

1 REASONS FOR THE DECISIONS

- 1.1 Contract Services manages vital catering services for the provision of school meals as well as other catering and hospitality services requirements. Continuation of the provision of these live services is essential in order to feed our customers. There is also need to ensure a continuation of supplies to meet the needs of Contract Services whilst the correct procurement due diligence for the award of the contracts is undertaken. In addition to this there is a need to ensure that food supplies are not disrupted during the Covid-19

pandemic lockdown.

2 ALTERNATIVE OPTIONS

- 2.1 “Do nothing’: This option is not recommended as it would result in LBTH Contract Services being in a longer term breach of local authority Procurement Regulations.

3 DETAILS OF THE REPORT

- 3.1 This report sets out a request to approve extensions for Contract Services that are let jointly for the Procurement Across London (PAL) group. The PAL group is a London and Regional Catering Managers consortium and it includes the following councils:

- Havering,
- Barking & Dagenham,
- Enfield,
- Waltham Forest,
- Tower Hamlets,
- The Royal Borough of Greenwich
- Thurrock Unitary Authority

The aim of PAL is to achieve best value for the purchase of goods and services by combining the borough wide purchasing power and working collaboratively. PAL contracts are managed by London Borough of Havering One Source procurement team on behalf of the London Borough of Tower Hamlets.

This report is required because there have been delays by London Borough of Havering One Source in procuring catering contracts in time due:

- to changes in their procurement leadership team,
- loss of department staff; and
- capacity issues.

The PAL group contracts expired variously in September 2018 and December 2019.

This resulted in all PAL local authorities being in breach of local authority Procurement Regulations.

Concern about the delays in awarding the new PALs contracts were raised by the PAL group at their meeting in 15th October 2019 and at that meeting it was agreed to formally write a complaint to the Head of Procurement at London Borough of Havering One Source.

In December 2019, a letter of complaint, about the delay in procuring and awarding new contracts, was sent to the Head of Procurement at London Borough of Havering One Source. The letter asked for an explanation for the

delays and for assurances to the PAL group that the contracts would be tendered going forward on time (see Appendix 1).

The Head of Procurement at London Borough of Havering One Source finally responded to the complaint from PAL group on 3 February 2020; and confirmed that following a restructure One Source would dedicate staff to work on the procurement of the contracts that were timetabled to be awarded by mid-Summer 2020. In addition, they also indicated that they had finalised the letting of the Disposables contract following a considerable delay. (see Appendix 2).

The Mayor and Burgesses of the London Borough of Havering signed agreements with all contractors supplying to the PAL group agreeing to 6-8 month extensions to allow for the procurement of the contracts to take place. The agreements were received by the PAL group on 26th February 2020. The PAL group was informed that the agreed extensions covered all parties who use the frameworks.

The following table details the catering contracts that have signed agreements by London Borough of Havering One Source to extend the contracts until they are re-procured. The type and value of the contracts for the proposed duration of the new contract is also detailed in the table.

Contract Title	Contract Expiry Date	Award Date with Extension	Contract Value for duration	Framework Duration with Call off opportunity	Comment
Light Catering Equipment Framework (Nisbets & VW Howe)	31/12/2019	30-Aug-20	£69,960	Dual contract award 2 years 4 months	Approval is needed for the use of PAL group extended contracts and on-going monthly expenditure until LBTH procurement due diligence is complete.
Fresh & Frozen Meat & Poultry (WW Meats)	31/12/2019	31-Jul-20	£3,583,440	Sole supplier with backup 4 years	
Fresh Fruit & Vegetables (Prescott Thomas)	31/12/2019	31-Jul-20	£800,000	Multiple supplier award 2 Years	
Groceries, Dried, Tinned, Chilled/Frozen Foods (Thomas Ridley)	31/12/2020	31/12/2020 no extension required	£7,345,018	Sole supplier 4 Years	Approval is needed for expenditure against this PAL group contract until LBTH procurement due diligence is complete
Catering Disposables (Tri Star)	01/09/2018	Awarded January 2020	£114,133	Sole supplier 2 years 4 months	Approval is needed for expenditure against this PAL group contract.

Delays in the procurement process led by Havering One Source have adversely impacted on LBTH's ability to adhere to its own Procurement due diligence. In order to pre-empt this happening in future this report also requests that the Corporate Director is given delegated authority to approve expenditure on a monthly basis thereafter from July/August 2020. In addition to this the Groceries, Dried, Tinned, Chilled/Frozen Foods contract ends in December 2020 and thereafter, should there be a delay in awarding the new contract this may also need an extension. The extensions will give enough time for Havering One Source to award new contracts; and LBTH time to follow our own Procurement due diligence.

One Source has proposed that due to the resource intensive procurements that they include provisions in future frameworks to allow the procurements to be staggered, reducing the strain on future resource.

Although the Mayor and Burgesses of the London Borough of Havering have signed contract extensions LBTH must now seek local approval to authorise expenditure. Approval will:

- Enable the London Borough of Tower Hamlets to regularize its current use of the extended PAL contracts;
- Ensure that, if needed, following the end of the extended PAL contracts the relevant Corporate Director has delegated authority to undertake monthly expenditure until Havering has awarded new contracts;
- Allow London Borough of Tower Hamlets enough time to follow its own internal due processes to authorize the award and expenditure against those contracts.

4 EQUALITIES IMPLICATIONS

4.1 Not Applicable

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 obliged as a best value authority under Section 3 of the Local Government Act (1999) to “make arrangement to secure continuous improvement in the way in which it functions are exercised having regard to a combination of economy, efficiency and effectiveness”. Contract extensions are needed in order to ensure continuity in the delivery of the meals service and ensure best value through the procurement of new PAL group contracts.

6 COMMENTS OF THE CHIEF FINANCE OFFICER

- 6.1 This report requests approval to enter into contract extensions that are let jointly for the consortium of local authorities called the Procurement Across London (PAL) group.
- 6.2 There is no commitment on Tower Hamlets to spend to the value of the contract as it is a framework contract. Spend will only be incurred based on demand for supplies.

7 COMMENTS OF LEGAL SERVICES

- 7.1 Section 17 of the Children Act 1989 imposes a general duty on local authorities to safeguard and promote the welfare of children within their area who are in need. The Council also has a statutory duty to promote the well-being of its residents under the Care Act 2014.
- 7.2 The Council has the legal power to undertake the activities identified in this report.
- 7.3 This report seeks approval of the extension of the contracts relating to catering services procured via the Procurement Across London (PAL) group.
- 7.4 Whilst the report defines the actions required as an extension of these contracts, under the Public Contracts Regulations 2015 the extensions constitute direct awards as their value exceeds the relevant threshold contained in the Regulations and the maximum length of four years established under Regulation 33 for Framework agreements.
- 7.5 This means that the contracts should ordinarily follow the normal procurement route and be advertised. However, a new competition in itself must also comply with the requirements and timescales set out in the regulations which will take some considerable time to complete and the Council is beholden to the completion of the PAL’s retender timescales.
- 7.6 Considering that a considerable delay in re-procuring these contracts has occurred due to the Havering One Source lack of resources and restructure it is clear that the Council has no intention to avoid competition or act anti-competitively.
- 7.7 It is anticipated that the new procurement exercise will be carried out mid-Summer 2020 and the direct awards will ensure continuity of the services and avoid the exposure of vulnerable people to risk. Therefore, the most

expedient approach is to issue direct awards for such a period to the existing PAL contractors and subsequently month by month awards but only in as far as is necessary to allow for the completion of the new procurement.

7.8 It is notable that guidance provided by the Government demonstrates the expectation that the provision of free meals to eligible children should not be affected by the Covid-19 outbreak and that services are provided even if the School is open only for certain groups or closed.

7.9 There are no direct legal Equality Act 2010 issues arising from this report

Linked Reports, Appendices and Background Documents

Linked Report

- NONE

Appendices

Appendix 1 – Complaint letter to One Source

Appendix 2 – Response to complaint letter from One Source

- NONE

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

- NONE

Officer contact details for documents:

N/A

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Appendix 1 – Letter to Havering One Source



2009-2010
Positive engagement of older people
2009-2010
Preventing and tackling child poverty
2003-2009
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Children's Services

Toby Lane Council Offices
Toby Lane
Stepney
London E1 4DN

Tel **020 7364 5153**
Fax **020 7364 5179**

E-mail Jenny.pittam@towerhamlets.gov.uk

www.towerhamlets.gov.uk

Mr Trevor Cook
Assistant Director Learning
& Achievement
London Borough of Havering
Town Hall
Main Road
Romford
RM1 3BB

2 December 2019

Dear Mr Cook

Failings by One Source to deliver effective Contract Procurement on behalf of the PAL/ LCSG Consortia resulting in 4 non-compliant contracts (total value £8,190,000).

I am writing on behalf of PAL (Procurement across London), previously LCSG (London Contracts Supply Group). Members have formed a London and Regional Catering Managers consortium and it includes the following councils:

- Havering,
- Barking & Dagenham,
- Enfield,
- Waltham Forest,
- Tower Hamlets,
- Newham (via the outsourced arrangements Juniper Ventures)
- The Royal Borough of Greenwich
- Thurrock Unitary Authority

Our aim is to achieve best value for the purchase of goods and services by sharing ideas and combining our borough wide purchasing power by working collaboratively.

The consortium agreed via an MOU for the London Borough of Havering to continue to act as the lead on the procurement process on behalf of the group as they have done for more than 10 years' now. To ensure the procurement needs were achieved compliantly all essential documentation would be handled by OneSource, Havering's procurement department as it has been done in previous years. This process would be supported by the HES catering department's contracts manager.

There are currently 3 contracts that are a cause for great concern to the PAL Consortia and we felt it necessary to draw your attention to on-going failings and delays in managing the PAL contracts by OneSource. The contracts are set out below and will expire on 31st December 2019:

- Fresh Meat – Annual Value £4,900,000
- Fresh Fruit & Veg – Annual value £3,000,000
- Light Equipment – Annual value £290,000



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(fruit & veg)

Appendix 1 – Letter to Havering One Source

At a quarterly meeting of the PAL consortium, held at the Town Hall, Romford on 15th October 2019, the consortium were informed that very little work has been completed on the OJEU process for these major contracts which will now take a minimum of 9 months to procure. These new contracts should have commenced on 1st January 2020. This has led to all local authorities being out of contract, in breach of local authority Procurement Regulations and having legally non-compliant contract arrangements with some of our main suppliers.

We have been informed that the procurement process has not been followed, so consequently all PAL members will be trading 'out of terms'. The possibility of extending the call-off terms is being investigated. This has also raised the issue that prospective legal departments of each member may veto the extensions required. The situation is extremely concerning.

In addition to the above contracts there have been major issues with the way another contract has been handled as follows:

- Disposables Contract – a new contract should have been in place on 1 September 2018. The original tender had to be restarted as it had been let under 'Stationery' and appropriate suppliers did not bid as they were unaware the process was live. A second E-auction took place on 14th February 2019; we were made aware that the winning bidder was **Tri-Star**. However, the E-auction has never been ratified, nor have contract documents been signed off and formally awarded. We understand it remains at a standstill.
- Due to non-completion of the process all members who use the supplier are currently trading out of terms. Although Tri-Star continues to supply PAL members, we are not benefitting from the competitive E-auction prices and are also losing out on an agreed rebate.

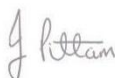
The hold-up seems to be with procurement. Given the way the Disposables contract has been managed, we have limited amount of faith that the future contracts due to expire will be managed effectively and in a timely manner.

We need to have an understanding from Havering as to why OneSource has failed to manage the contract tender process effectively for the consortium and we would like to request a meeting with you to discuss how it will be managed in the future.

As a matter of urgency, we would like assurances to be given by OneSource that the tender details above will be in place on 1 January 2021 and we can operate with Council legally compliant contracts.

We look forward to hearing from you as a matter of urgency.

Yours sincerely



Jenny Pittam - Interim Head of Contract Services
London Borough of Tower Hamlets
James Hughes – Catering Contracts Supplier Manager – **LB Havering**
Jayne Darlow – Catering & Traded Services Manager – **Thurrock**
Tracey Parnwell – Project & Purchasing Manager - GS Plus RLB **Greenwich**
Chris Cornell - Head of Catering Operations – **LB Waltham Forest**
Julia Dowsett – Services Manager – Schools' Food & Quality Manager - **Enfield**
David Brown – **LBB** – B&D Together
cc – Dennis Brewin – **LB Havering** Head of Catering



LACA
Catering Management
Team of the Year 2005



APSE
Association for Public Service Excellence
APSE Service Award
Finalists 2003



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Strategic Procurement Unit
Town Hall, Main Road,
Romford, RM1 3BB

ross.duguid@onesource.co.uk

Tel: 07982427595

W www.onesource.co.uk

Christine Cornall
Catering Operations Manager
Waltham Forest Catering
Room 203, 313 Billet Road,
Walthamstow, E17 5PX.

24 January 2020

Jenny Pittam
Interim Head of Contract Services,
London Borough of Tower Hamlets
Toby Lane Council Offices
Toby Lane
Stepney
London E1 4DN

Dear Christine and Jenny

Re: Response to letter concerning the delivery of Procurements on behalf of the PAL/ LCSG Consortium

Thank you for your letters dated 9th December 2019 and 13th January 2020.

I have reviewed the issues you raised and can respond as follows:

Firstly, you asked why oneSource had not effectively managed the contract tender process.

Over time the central procurement department lost a number of staff members that had not been replaced for a variety of reasons. This led to capacity issues, including delays in procuring the catering contracts. Since I have taken over the leadership of the Service earlier this year I have rebuilt capacity through the engagement of a number of interims and implemented a restructure that will shortly see them replaced by permanent members of staff.

As a result we now have dedicated staff working on the procurement of these three contracts that are timetabled to be awarded by mid-Summer 2020, well ahead of the January 2021 date you referred to in your letter for which you sought assurances. We will send an up to date procurement plan by separate cover.

These are resource intensive procurements that, under current arrangements co-terminate. We would propose that we include provisions in future frameworks to allow the procurements to be staggered, reducing the strain on resource. Appendix 1 provides a table of recommended expiry dates. Further, in future we propose to move to a call-off contract arrangements rather than the current access agreements.

To clarify, despite whatever may have been the original intention of the MOU, the current level of rebate does not in practice fund **any** of the oneSource procurement activity. It is used to resource the ongoing framework management activities for the arrangements (which sit within Havering's Catering function). Whilst I am committed to ensure we deliver the current round of procurements, beyond this I hope you can appreciate this is no longer a sustainable arrangement for the procurement department for which it is not budgeted. The commitment I have made above will offer PAL the opportunity to discuss and agree appropriate future resourcing arrangements. I hope you can appreciate that the nature of the service we provide also means I cannot accept your request for indemnification.

With regard to forgoing the supplier contributions, as I have indicated above this will have no bearing on the procurements but may affect the ability of Dennis Brewin's team to continue to manage the future frameworks. I will leave you to have these discussions directly.

If you would like to discuss any aspects of my response please feel free to contact me at the below number or email.

Yours sincerely



Ross Duguid | Interim Head of Procurement
oneSource

Town Hall, Main Road, Romford, RM1 3BB

Tel: 07982427595

e ross.duguid@haverling.gov.uk

w www.haverling.gov.uk

oneSource Shared Services – your shared service working for Bexley, Havering and Newham councils

Appendix: Proposed Contract Durations

Assumptions: As food not required over School holidays, the best time for the new food contracts to start is during the summer break.

	Current expiry date	Proposed Duration	Proposed Expiry date	Next re-let maximum duration	Expiry Date	Next re-let maximum duration	Expiry Date
LCG Catering disposables	(NB Let earlier this year)	48 months (actual)	31 st May 2023 (actual)	43 months	31 st December 2027	48 months	31 st December 2031
LCG Light Catering Equipment	With Extension 30 August 2020	28 months	31 st December 2022	48 months	31 st December 2025	48 months	31 st December 2029
LCG Fresh Fruit and Vegetables	With Extension 31 st July 2020	24 months	31 st July 2022	48 months	31 st July 2026	48 months	31 st July 2030
LCG Ambient Temperature goods	31 st December 2020	36 months	31 st July 2023	48 months	31 st July 2027	48 months	31 st July 2031
LCG Fresh and Frozen Meat and Poultry	With Extension 31 st July 2020	48 months	31 st July 2024	48 months	31 st July 2028	48 months	31 st July 2032

It should be noted that the mobilisation period required to account for any TUPE issues should be at least two months before the contract starts. That period will also allow the Councils to complete their call-off contracts ready for when their current call-offs end.

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