

Cabinet



Wednesday, 31 January 2024 at 5.30 p.m.

Council Chamber - Town Hall, Whitechapel

Agenda

Mayor Lutfur Rahman

Cabinet Members

Councillor Maium Talukdar	(Deputy Mayor and Cabinet Member for Education, Youth and Lifelong Learning (Statutory Deputy Mayor))
Councillor Kabir Ahmed	(Cabinet Member for Regeneration, Inclusive Development and Housebuilding)
Councillor Saied Ahmed	(Cabinet Member for Resources and the Cost of Living)
Councillor Suluk Ahmed	(Cabinet Member for Equalities and Social Inclusion)
Councillor Gulam Kibria Choudhury	(Cabinet Member for Health, Wellbeing and Social Care)
Councillor Abu Chowdhury	(Cabinet Member for Safer Communities)
Councillor Iqbal Hossain	(Cabinet Member for Culture and Recreation)
Councillor Kabir Hussain	(Cabinet Member for Environment and the Climate Emergency)
Councillor Abdul Wahid	(Cabinet Member for Jobs, Skills and 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 also welcome, however, seating is limited and offered on a first come, first served basis. **Please note** that you may be filmed in the background as part of the Council's filming of the meeting.

Meeting Webcast

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

Contact for further enquiries:

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A Guide to CABINET

Decision Making at Tower Hamlets

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

Which decisions are taken by Cabinet?

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

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

- a) to result in the local authority incurring expenditure which is, or the making of savings which are, above £1million; or
- b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards in the borough.

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

Published Decisions and Call-Ins

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

- The decisions will be published on: **Friday, 2 February 2024**
- The deadline for call-ins is: **Friday, 9 February 2024**

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, 31 January 2024

5.30 p.m.

Pages

PUBLIC QUESTION AND ANSWER SESSION

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

1. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS AND OTHER INTERESTS

9 - 10

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

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

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

3. UNRESTRICTED MINUTES

11 - 16

The unrestricted minutes of the Cabinet meeting held on 3 January 2024 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 Section 30, Rule 59 of the Constitution).

6. UNRESTRICTED REPORTS FOR CONSIDERATION

6 .1	Budget Report 2024-25 and Medium Term Financial Strategy 2024-27	17 - 446
<p>Report Summary: This report sets the budget for the financial year 2024-25 and Medium Term Financial Strategy (MTFS) for the years 2024-27.</p> <p>Wards: All Wards Lead Member: Cabinet Member for Resources and the Cost of Living Corporate Priority: All Priorities</p>		
6 .2	HRA Strategy	To Follow
<p>Report Summary: This report presents a strategy for the Housing Revenue Account for the years 2024-27.</p> <p>Wards: All Wards Lead Member: Cabinet Member for Resources and the Cost of Living Corporate Priority: All Priorities</p>		
6 .3	HRA Fees and Charges	447 - 454
<p>Report Summary: This report details the proposed changes to fees and charges for the Housing Revenue Account (HRA) for the financial year 2024-25.</p> <p>Wards: All Wards Lead Member: Cabinet Member for Resources and the Cost of Living Corporate Priority: All Priorities</p>		



6 .4	Contracts Forward Plan 2023/24 Q3	455 - 476
<p>Report Summary: This report presents the contracts being procured during quarter three. The report also sets out the Contracts Forward Plan at appendix 2 to this report.</p> <p>The report asks for confirmation that all contracts can proceed to contract award after tender.</p>		
<p>Wards: All Wards Lead Member: Cabinet Member for Resources and the Cost of Living Corporate Priority: All Priorities</p>		

6 .5	Corporate Equalities Plan 2023-2026	477 - 502
<p>Report Summary: This report sets out the Council’s corporate equality priorities over the next three years to achieve our vision to build a strong, inclusive and fair borough addressing inequalities through the services we provide, the money we spend, the people we employ and working effectively with our partners to ensure better outcomes for those living, working and studying here. Working in parallel to ensure our workforce reflects the community.</p>		
<p>Wards: All Wards Lead Member: Cabinet Member for Equalities and Social Inclusion Corporate Priority: All Priorities</p>		

6 .6	Procurement and delivery of new electric vehicle charging points 2024-2026	503 - 508
<p>Report Summary: This report seeks mayoral approval for officers to undertake three procurement projects for installing over 2000 new electric vehicle (EV) charging points across the borough in 2024.</p> <p>This report also seeks mayoral approval to delegate the contract awarding for each of the above procurement exercises to the director of the public realm.</p>		
<p>Wards: All Wards Lead Member: Cabinet Member for Environment and the Climate Emergency Corporate Priority: A clean and green future</p>		



Report Summary:

In March 2022, planning consent was granted for the redevelopment of Harriott, Apsley and Pattison Houses, known as HAP, for the delivery of 412 new homes and the re-provision of the existing community space. This report is seeking approval on the use of Section 203 powers of the Housing and Planning Act 2016 (HPA 2016), to expedite the scheme for the purposes of land transfer matters and to deal with third party rights and easement. This report is also seeking an in principal approval of using Compulsory Purchase Order (CPO) powers. A further report will be presented to Cabinet in late 2024, to make the CPO which will empower the Council to acquire all land and property interests within the site boundary ('Order Land') necessary to facilitate the delivery of the scheme.

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

Report Summary:

The report will recommend that the Mayor in Cabinet approves the option to enter into a three-year Licence to Occupy with AEG Presents Limited for a set number of days per annum yet to be agreed and in line with the major events policy for Victoria Park.

The report will recommend that the Mayor in Cabinet authorises the Corporate Director of Communities to arrange for the completion of all necessary agreements in relation to the three-year licence to occupy.

The decision to enter into a three-year Licence to Occupy with AEG Presents Limited will enable the Council to receive a licence fee subject to a Premises Licence being granted.

Wards: All Wards
Lead Member: Cabinet Member for Culture and Recreation
Corporate Priority:

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 Section 30, Rule 59 of the Constitution).

11. EXEMPT / CONFIDENTIAL REPORTS FOR CONSIDERATION

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

Next Meeting of Cabinet:

Wednesday, 21 February 2024 at 5.30 p.m. in Council Chamber - Town Hall, Whitechapel



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

APPENDIX A: Definition of a Disclosable Pecuniary Interest

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

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

LONDON BOROUGH OF TOWER HAMLETS

MINUTES OF THE CABINET

HELD AT 5.38 P.M. ON WEDNESDAY, 3 JANUARY 2024

COUNCIL CHAMBER - TOWN HALL, WHITECHAPEL

Members Present in Person:

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

Officers Present in Person:

Richard Ward	(Interim Head of Contracts and Procurement)
Lisa Fraser	(Acting Corporate Director, Children's Services)
Stephen Halsey	(Chief Executive)
Abdulrazak Kassim	(Director Finance, Procurement and Audit)
Chris Leslie	(Head of Strategic and Corporate Finance)
Julie Lorraine	(Corporate Director Resources)
Raj Mistry	Corporate Director for Communities
Paul Patterson	(Interim Corporate Director Housing And Regeneration)
Denise Radley	(Corporate Director, Health & Adult Social Care & Deputy Chief Executive)
Joel West	(Democratic Services Team Leader (Committee))

Officers In Attendance Virtually:

John Harrison	Interim Director of Finance, Procurement and Audit
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1. APOLOGIES FOR ABSENCE

None.

2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS AND OTHER INTERESTS

There were none.

3. UNRESTRICTED MINUTES**RESOLVED:**

1. That the unrestricted minutes of the Cabinet meeting held on Wednesday 13 December be approved and signed by the Mayor as a correct record of proceedings.

4. ANNOUNCEMENTS (IF ANY) FROM THE MAYOR

The Mayor introduced the new permanent Director of Finance, Procurement and Audit, Abdulrazak Kassim and welcomed him to the Council and this, his first Cabinet meeting.

5. OVERVIEW & SCRUTINY COMMITTEE**5.1 Chair's Advice of Key Issues or Questions**

None.

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

None.

6. UNRESTRICTED REPORTS FOR CONSIDERATION**6.1 Fees and Charges 2024-25 Report**

Councillor Saied Ahmed (Cabinet Member for Resources and the Cost of Living) introduced the report that presented details proposed changes to fees and charges for the financial year 2024-25, all those detailed in the report fall into one of two categories: discretionary or statutory.

Julie Lorraine, Corporate Director provided further detail. Julie explained that the charges presented all related to existing services. Benchmarking with other local authorities had been exhaustive and the Council had been mindful of the impact on cost of living for the users of the charged for services. The changes protected areas of priority interest to residents, in particular waste services (that had also benefited from new investment – see Minutes 6.2 below) and elements considered important to the character of the borough, such as market trading.

The Mayor welcomed the report.

RESOLVED that the Mayor in Cabinet:

1. Approves the proposed discretionary fees and charges as detailed in Appendix 1 to the report.
2. Approves the revised statutory fees and charges as detailed in Appendix 2 to the report.
3. Approves the continued delegation for amendments to fees and charges, including those to take account of the result of any Equality Impact Assessment that may be identified, to the relevant Corporate Director following consultation with the Lead Member and the Mayor.
4. Agrees that all increases and new fees are implemented from 1st February 2024 where possible or as soon as practical thereafter and the strategy be endorsed and incorporated in the MTFs with a review of the strategy to be undertaken in 3 years' time.

6.2 Budget Report 2024-25 and Medium Term Financial Strategy 2024-27

The Mayor introduced the report. He explained that he was proud of the proposed budget, that reaffirmed the Council's commitment to protect and empower the people of the borough, including:

- building on the investment made in last year's budget;
- building fiscal sustainability into the Council's collective long-term future;
- delivering sizeable savings and efficiencies across the council, whilst ensuring ongoing investment in frontline services such as housing and helping residents in the cost-of-living crisis;
- an additional £5million investment into the Council's waste-management services for new frontline workers and investment in vehicles and service improvements.

He offered his thanks to the Lead Member, Councillor Saied Ahmed, the Chief Executive, Stephen Halsey, the Section 151 officer, Julie Lorraine, and all the Officers who worked to prepare the draft budget.

Councillor Saied Ahmed, Cabinet Member for Cabinet Member for Resources and the Cost of Living provided further detail. He explained some of the key aspects of the budget, including:

- reducing previously budgeted use of reserves by £4m over the life of the MTFs, demonstrating progress the Council is making in guaranteeing its long-term financial security;
- new investment in services of £18m for next year;
- how clear criteria for savings ensured the budget would protect frontline services to residents, avoid compulsory redundancies where possible and increase permanent employment opportunities by reducing reliance on temporary and interim resources. There would be no reduction in frontline staffing or services;

- how a robust approach had been adopted to manage unavoidable growth.

Councillor Ahmed asked Cabinet to note that a further MTFS report will be presented to Cabinet on 31 January which would build on the position in the report. He offered his thanks to the Chief Executive, Section 151 Officer and the finance team, for their work and support in preparing the draft budget.

The Cabinet welcomed the proposed report. Lead Members briefly explained how the budget would protect and improve services in their portfolios.

Julie Lorraine, Corporate Director Resources and Section 151 Officer provided commentary on the draft budget. She explained:

- The Council was in a strong financial position and at no risk of a section 114 notice.
- There remained some risks associated with the budget such as continuing pressures in demand led services in particular temporary accommodation. There were some mitigations to address these risks. For example, rent increases which would help fund additional housing alongside investment in current stock.
- A reliance on income generation. Risk profiling, and stress testing would be undertaken and financial ensuring resilience would be the best mitigation.
- Future of business rates. Whilst there had been a delay in national changes, there was at present no decision to abandon the proposals. As home to strong business rates base, the borough was more vulnerable to such potential changes than many.

Julie explained that the next iteration of the report to Cabinet on 31 January would further explore risks and additional mitigations.

RESOLVED that the Mayor in Cabinet:

1. Proposes a draft General Fund Revenue Funding Requirement of **£458.661m** for 2024-25 subject to remaining changes arising from the final Local Government Finance Settlement and any other necessary adjustments.
2. Proposes to levy a 2% Adult Social Care precept for 2024-25.
3. Authorises the Corporate Director Resources, in consultation with the mayor and Cabinet Member for Resources & Cost of living, to make any changes required to the draft budget following receipt of the Local Government Finance Settlement (LGFS) for further consideration at Cabinet on 31 January 2024.
4. Notes the latest draft position of the Council's reserves, subject to final audit of the statements of accounts.
5. Approves the HRA housing rent and service charge increases as outlined in section 3.11 of the report. This includes increasing housing rents for all

properties by 7.7% for 2024-25 (CPI +1%), which will also enable updated modelling of the HRA for consideration at Cabinet on 31st January 2024.

6. Notes the report incorporates the fees & charges changes proposed in another report to Cabinet and they are included in the draft budget and medium-term financial strategy.
7. Agrees that the National Schools Funding Formula (NSFF) adopted by Tower Hamlets originally in 2019-20 continues for 2024-25. The only changes included are increases to the factor values in line with the NSFF.
8. Agrees that the Minimum Funding Guarantee (the mechanism that guarantees schools a minimum uplift in per-pupil funding) is set as close to 0.5% as affordable, the maximum allowed after consideration for growth and factor changes in School allocations.
9. Agrees that the structure of the Early Years Funding Formula remains unchanged except for the introduction of the expanded two-year-old entitlement and new provision from 9 months from September 2024 with revised hourly rates increases in line with the Early Years National Funding Formula.
10. Notes that the Local Council Tax Reduction Scheme will remain unchanged for 2024-25.
11. Notes the School funding position set out at Section 3.10 of the report, in particular the overall Dedicated Schools Grant (DSG) deficit.
12. Notes the Equalities Implications as set out in Section 5 of the report.
13. Notes the Council Taxbase calculations in Appendix 4 to the report.

7. ANY OTHER UNRESTRICTED BUSINESS CONSIDERED TO BE URGENT

Nil items.

8. EXCLUSION OF THE PRESS AND PUBLIC

A motion to exclude the press and public was not required.


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

Nil items.

The meeting ended at 6.20 p.m.

Mayor Lutfur Rahman

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Cabinet 31 January 2024	 TOWER HAMLETS
Report of: Julie Lorraine, Corporate Director of Resources (Section 151 Officer)	Classification: Unrestricted
Budget Report 2024-25 and Medium-Term Financial Strategy 2024-27	

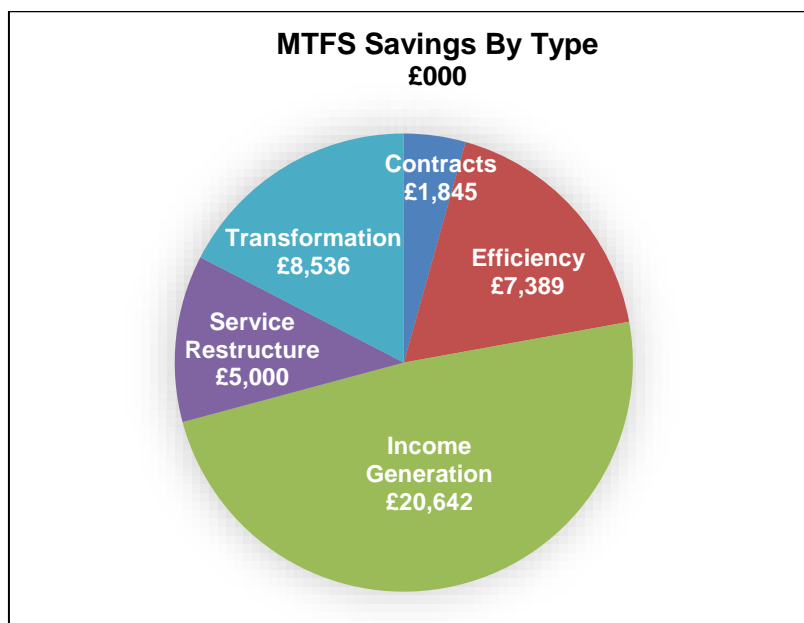
Lead Member	Councillor Saied Ahmed, Cabinet Member for Resources and the Cost of Living
Originating Officer(s)	John Harrison, Interim Director of Finance, Procurement and Audit
Wards affected	All wards
Key Decision?	No
Reason for Key Decision	Approval is reserved to full Council.
Forward Plan Notice Published	2 November 2023
Exempt information	Not applicable
Strategic Plan Priority / Outcome	All Strategic Plan Priorities

Executive Summary & Context

- 1 This Report provides an updated proposed Budget and medium-term financial plan position to Cabinet. The changes incorporated from the previous draft are summarised in table form in sections 3.5 of the report. The revised Medium Term Financial Strategy is set out in Appendix 1A, and the detail by service area in Appendix 1B. The detailed figures and assumptions incorporated in these tables are explained more fully in this report. The figures assume a Council budget requirement of £459.429m for 2024-25.
- 2 The changes at paragraph 3.5.1 set out:
 - additional income of £3.2m from free school meals grant and leasing of temporary accommodation.
 - additional expenditure of £2.930m for investment in community improvements and priority projects.
 - Additional income of £3.277m from a 2.99% increase in council tax, net of a Council Tax Cost of Living Relief Fund.
- 3 The contents of this financial report are necessarily technical in nature. It seeks to provide relevant context and to highlight the key issues for consideration by all those charged with the governance and the maintenance of financial sustainability for the London Borough of Tower Hamlets.
- 4 The Budget set by the Council on 1st March 2023 secured a balanced position reliant on the planned use of relatively significant reserves in the first 2 years (£22.1m in 2023-24 and a further £15.6m in 2024-25). As a result, the Council committed to achieving what were at the time unidentified savings of £37.8m.
- 5 The Council further committed to securing a sustainable balanced position across the medium term. This objective was to ensure that beyond the use of reserves set out in the MTFS in March 2023 there would be no need for further reliance on reserves. This updated draft position has made considerable progress and now shows a reduction in the use of reserves by £19.1m over the life of the MTFS.
- 6 Strong governance arrangements were put in place to oversee the delivery and identification of the savings required comprising four delivery boards each with terms of reference reflective of various aspects of financial control and management of resources. Appendix 9 provides more detail about the approach adopted to securing the savings required and meeting the objective of a securing a sustainable financial position across the medium term.
- 7 The Council has worked hard to achieve these objectives and has made good progress. A summary schedule of savings identified to date, together with the individual proformas providing further detail are attached at Appendix 4.
- 8 Whilst some savings are cross cutting, each proforma has been categorised under one of the following heads:

- **Contracts**, this reflects savings on third party contractual spend. For example, where lower than expected inflationary uplifts have been successfully negotiated. A Council wide target of 1% reduction in expected spend on third party goods and services (excluding adults and children’s services) has been set.
- **Efficiency**, this reflects value for money improvements. For example, changes to service delivery models to secure the same or better outcomes at lower costs.
- **Income Generation**, this reflects a Council wide focus on optimising returns on all our assets. For example, increased revenue from hosted advertising.
- **Transformation**, this reflects changes to service delivery that deliver the same outcomes in a different way. For example, the application of new technologies.
- **Service restructure**, this reflects changes to the Council’s establishment in keeping with paragraph 8. For example, reducing management costs by changes to management / staff ratios.

9 At a summary level the proportion of savings by category are shown as follows:



10 The Council set clear criteria for its savings identification process designed to protect frontline services to residents, avoid compulsory redundancy where possible and increase permanent employment opportunities by reducing reliance on temporary and interim resources. To assist this a council wide voluntary redundancy/early retirement programme has been launched which is currently in train. The Council is currently implementing a comprehensive restructure, to ensure that savings, efficiencies and service delivery are maximised and improved. Some of the restructure proposals are in the Council's MTFS, including restructuring of the Mayor's Office and Resources along with further work to be undertaken on Adult Social Care. Part of the proposals include Voluntary Redundancy/Early Retirement schemes and reducing the use of agency workers. Ongoing structural changes to the Housing and Regeneration and Children's

Services directorates will also be part of this ongoing restructuring process. Proposals to reduce contractual spend also form part of the savings. As a matter of principle only clearly identified savings with supporting equality impact assessments are included in the Councils budget reports for approval.

- 11 During the year further growth pressures have emerged largely as a result of:
- Demand led pressures, particularly in the areas of temporary accommodation, children's services and inflationary costs of adult social care packages, all of which are pressures faced by local authorities across the country. In the case of homelessness, which drives temporary accommodation demand, London boroughs have faced extreme pressures. This is visible on forecast out-turn positions for the current year as set out in the quarter two budget monitoring report presented to Cabinet on 13th December 2023. As illustrated in that report Tower Hamlets has accommodated these pressures comparatively well when compared to peers. These pressures have been driven by a combination of the legacy of the pandemic, high inflation, high energy costs driven by international events and the multiple impacts of Brexit. All outside of the Council's direct control.
 - Necessary investment required to accommodate new national initiatives such as the regulatory demand for building safety, emergency responses such as the RAAC problems and in the case of climate change, global pressures to meet carbon neutral targets and higher than expected costs associated with wider London schemes such as Transport for London's (TFLs) discounted rail programme.
 - The requirement to resource the resolution of some longstanding legacy issues, such as outstanding draft and audited accounts, annual governance statements, historical VAT underpayments and pensions administration issues. In the period this investment has resulted in major progress made including completion of the final audited positions for financial years 2016-17, 2017-18, 2018-19 and 2019-20, publication of draft accounts for 2020-21 and 2021-22 (with public inspection commenced), 2022-23 draft accounts due to be published at the end of January 2024, publication of all relevant annual governance statements and successful resolution of the waste strike.
- 12 All growth items are presented for consideration in Appendix 3. A robust approach has been adopted to growth, which have followed the same governance processes as savings. As a result, the growth bids presented for consideration by Cabinet align to the primary areas of in-year budget pressures and protecting services for the most vulnerable residents.
- 13 As a result of the Mayor's declaration of a Waste Emergency in November 2022, £5million in additional one-off growth has been provisioned for investment in Waste Services in Tower Hamlets in 2024-25. Full details of this growth can be found in Appendix 3.

- 14 The wider funding position from government for all councils remains inadequate to accommodate the demand led pressures described above. During the year many peer councils are facing financial crises with some having little option but to issue Section 114 notices because their future costs exceed their current resources.
- 15 Considering all the above, the updated draft position set out in this report represents a significant improvement on that presented to members at the last budget setting meeting on 1st March 2023 and of that presented to Cabinet on 3rd January 2024. Effective and prudent financial planning undertaken over the last few months has ensured that the Council's financial position is much stronger than reported last year with all mayoral priorities delivered within its funding envelope. Tower Hamlets is not at any risk of issuing a Section 114 notice.
- 16 The position presented achieves the objective of securing a sustainable financial position with no ongoing reliance on the use of reserves to fund recurring costs throughout the life of the financial plan. Resulting in the council being well placed financially and maintaining a significantly improved and comparatively strong reserves position. The proposed budget improves the council's financial resilience, which in the current financial climate of insufficient public sector funding, is a necessity critical to the financial well-being of the organisation and our ability to continue to invest in and protect much needed services to our residents.
- 17 For the reasons outlined above, there should be no ongoing reliance on reserves to fund recurring costs across the medium term as this will erode our resilience and increase risk for the Council, which continues to operate in a very challenging environment.
- 18 The Council's HRA, as for a large proportion of local authorities, faces a number of pressures in respect of the net cost of homelessness, and forthcoming proactive regulation for the ownership of affordable housing. The Council's proposed strategy seeks to tackle this through "Better Homes", "More Homes" and "Less Homelessness" with identified approaches.

In summary these include:

- Maintaining required levels of investment in the housing stock.
 - Resourcing a risk focused team in the short-term to prioritise immediate works to properties via surveys on high-risk properties.
 - Mitigating risk and preparing for a new stronger regulatory requirement.
 - Reducing the Council's reliance on high-cost temporary accommodation by utilising the HRA to support an additional 300 homes rather than placing households in non-LBTH owned housing.
- 19 In order to achieve these the following steps have been taken to ensure a viable business plan to support additional investment:
- The Council's previous approach to Minimum Revenue Provision (MRP) within the HRA is to be discontinued to create additional revenue resources (at the expense of an increasing HRA CFR).

- In addition, the 'golden rule' in terms of prudential borrowing levels from the HRA, has changed from a minimum of an interest cover ratio (ICR) of 1.5 to 1.15.
- 20 In terms of changes to investment levels with the plan the following have been made:
- A re-modelled level of up-front investment into the existing stock from 2024-25 to 2026-27 plus an additional safety net of £10 million which can be drawn down at any time.
 - An indicative acquisition of an additional 600 properties to be let at social rent levels supported by grant from the GLA as part of the recently announced round of funding at an assumed average cost.
- 21 This strategy based on understanding the immediate requirements of the stock, investing additional resources to identify those works that are presenting the highest risk in terms of regulation and compliance and the moves to create additional capacity in terms of the removal of MRP and lowering the minimum interest cover level to create capacity to acquire additional properties, be it for temporary accommodation or secure tenancies.
- 22 The delay to consultation on decent homes 2 results in continued uncertainty around the timing of meeting any new requirements and as such the Council has ensured capacity in terms of additional headroom and flexibility in changing investment priorities and has specifically stress tested these actions to demonstrate resilience and ability to accommodate changes quickly.
- 23 The figures presented in this report relating to the HRA incorporate the above changes.
- 24 In 2020 the government introduced a statutory override which separates local authorities' DSG deficits from their wider financial position. This is currently due to expire on 1st April 2026 and would therefore impact the Council's wider finances. At the start of the year there was a DSG deficit of £13.1m. Current demand trends indicate that without larger than forecast growth in DSG allocations then we will not be a position to reduce the accrued DSG deficit that has been bought forward. This position is in common with many local authorities, and we wait a direction on a longer-term solution from government.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Propose a draft General Fund Revenue Funding Requirement of **£459.429m** for 2024-25 subject to remaining changes arising from the final Local Government Finance Settlement and any other necessary adjustments.
2. Propose to levy a 2% Adult Social Care precept and an increase of 2.99% on the general Council Tax element for 2024-25.
3. Approve that the Corporate Director Resources, in consultation with the Mayor and Cabinet Member for Resources & Cost of living, be authorised to make any changes required to the draft budget following receipt of the Final Local Government Finance Settlement (LGFS).
4. Note the latest draft position of the Council's reserves, subject to final audit of the statements of accounts.
5. Approve the creation of the Council Tax Cost of Living Relief Fund.
6. Note the results of the budget consultation at Appendix 10.
7. Propose the 2024-25 Housing Revenue Account budget as set out in Appendix 7A.
8. Agree that the National Schools Funding Formula (NSFF) adopted by Tower Hamlets originally in 2019-20 continues for 2024-25. The only changes included are increases to the factor values in line with the NSFF.
9. Agree that the Minimum Funding Guarantee (the mechanism that guarantees schools a minimum uplift in per-pupil funding) is set as close to 0.5% as affordable, the maximum allowed after consideration for growth and factor changes in School allocations.
10. Agree that the structure of the Early Years Funding Formula remains unchanged except for the introduction of the expanded two-year-old entitlement and new provision from 9 months from September 2024 with revised hourly rates increases in line with the Early Years National Funding Formula.
11. Note that the Local Council Tax Reduction Scheme will remain unchanged for 2024-25.
12. Note the School funding position set out at Section 3.10, in particular the overall Dedicated Schools Grant (DSG) deficit.
13. Note the Equalities Implications as set out in Section 4.

14. Approve the three-year General Fund (GF) Capital Programme 2024-27 as set out in Appendix 8A, totalling £202.255m.
15. Approve the three-year Housing Revenue Account (HRA) Capital Programme 2024-27 as set out in Appendix 8D, totalling £384.918m.
16. Approve the revised 2023-24 General Fund and HRA Capital Programme budgets as set out in Appendix 8A and 8D, totalling £88.862m and £72.157m respectively.
17. Approve the budget allocation growth and reductions to schemes in the General Fund and Housing Revenue Account capital programme as detailed in Appendix 8C, subject to sign off through the council's capital governance process.
18. Approve delegated authority to the Corporate Director of Housing and Regeneration in consultation with the Corporate Director of Resources to take any steps required to deliver the capital programme including but not limited to going out to tender, appointing consultants and contractors in accordance with the Procurement Procedures, acquiring land interests and appropriating land from the General Fund to the Housing Revenue Account (HRA) for the delivery of new council homes, subject to approved budgets and in consultation with the Mayor and the Cabinet Member.
19. Approve budget provisions relating to the housing capital rolling programme to maintain and improve the existing council stock, amounting to 23.903m in 2023-24, £23.000m in 2024-25, £28.000m in 2025-26 and £34.000m in 2026-27, totalling £108.903m, in line with the latest update to the 30-year HRA Business Plan, with spend to be only committed in consultation with the Mayor and the Cabinet Member for budget provisions relating to financial years 2024-25 to 2026-27.
20. All capital projects within the capital programme will only proceed once all due diligence relating to the council's capital governance process has been completed.

1. REASONS FOR THE DECISIONS

- 1.1 The Council has a statutory duty to set a balanced and sustainable budget and to set the Council Tax Levels for the financial year 2024-25 by 11 March 2024 at the latest. The Council's Chief Financial (S151) Officer must confirm the robustness of the estimates applied and the adequacy of the Council's reserves as part of the budget setting report to Council.
- 1.2 The setting of the budget is a decision reserved for Full Council. The Council's Budget and Policy Framework requires that a draft budget be issued for consultation with the Overview & Scrutiny Committee to allow for their

comments to be considered before the final budget proposals are made to Full Council.

- 1.3 The announcements and consultations made about Government funding in the Chancellor's Autumn Statement, the Local Government Finance Settlement, and challenges such as high inflation and the ongoing impact of the Covid-19 pandemic, require a robust and timely response to enable a balanced budget to be set.
- 1.4 A Medium-Term Financial Strategy (MTFS) covering the entirety of the resources available to the Council is the best way that resource prioritisation and allocation decisions can be considered and agreed in a way that provides a stable and considered approach to service delivery and takes into account relevant risks and uncertainty.
- 1.5 As the Council develops its detailed proposals it must continue to keep under review those key financial assumptions which underpin the Council's MTFS. Significant funding reforms have been signalled by Government and the Council has a reliance on funding sources that are potentially subject to change significantly in the medium term, and therefore it is important to continue to monitor the position.
- 1.6 The Mayor is required by the Local Government and Housing Act 1989 to determine a balanced Housing Revenue Account (HRA) budget prior to the start of the new financial year.
- 1.7 In accordance with Financial Regulations, capital schemes must be included within the Council's capital programme, and capital estimates adopted prior to any expenditure being incurred.

2. ALTERNATIVE OPTIONS

- 2.1 Whilst the Council will adopt a number of approaches to the identification of measures aimed at delivering its MTFS, it must set a legal and balanced budget and maintain adequate reserves for the coming financial year. The Mayor can propose the Council's priorities, in terms of the services it delivers and the level of investment, for agreement by the Council.
- 2.2 Additionally, the Council has a statutory duty to set a balanced HRA. Whilst there may be other ways of delivering a balanced HRA, the budget setting process outlined in this report is considered the most effective, in realising all the Council's statutory duties having regard to the matters set out in the report. The starting point for this is the agreement of rents and services charges.

3. DETAILS OF THE REPORT

3.1 BACKGROUND

3.1.1 On 3rd January 2024, Cabinet received a draft report on the MTFs and budget 2024-25. This report has subsequently been updated to include the Capital appendices (Appendix 8) the HRA budget (Appendix 7) and to reflect the provisional Local Government Finance Settlement. Changes to the General Fund position included since 3rd January are shown in Section 3.5 of this report.

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

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

- To set a balanced budget over the life of the MTFs. This objective was to ensure that, beyond the use of reserves set out in the MTFs in March 2023, it would remove any further reliance on reserves. The latest position shows a reduction in the use of reserves by £19m over the life of the MTFs, this ensures we are protecting residents from excessive council tax increases, as defined by the government, through the legislative framework covering Council Tax referenda.
- To fund priorities agreed within the Strategic Plan, ensuring that service and financial planning delivers these priorities.
- To deliver a programme of planned reviews and agreed savings initiatives designed to keep reductions to service outcomes for residents to a minimum.
- To maintain and strengthen the Council's resilience, maintaining a financial position that it has sufficient contingency sums, reserves and balances to address any future risks and unforeseen events without jeopardising key services and delivery of service outcomes for residents.
- Ensuring the Council maximises the impact of its spending, securing demonstrable value for money to deliver priority outcomes and respond proactively to external pressures in the context of the current challenging operating environment.

3.1.4 In the context of uncertainty and challenges facing the Council from a number of forthcoming fundamental changes to the financial environment in which local authorities operate, this Report updates members on the impact of these changes and proposes changes to growth, inflation, and previously agreed savings that will inform consideration of the budget package by the Overview and Scrutiny Committee. With reserves to support the position, the proposals

will deliver a balanced budget for 2024-25; taking into account the views of residents, business rate payers and other interested stakeholders.

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

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

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

3.2 STRATEGIC APPROACH

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

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

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

2021 Census

3.2.3 The 2021 Census found that Tower Hamlets had the fastest growing population in England and Wales. Between 2011 and 2021 the local population grew by 56,200 to 310,300, an increase of 22%. The borough is the most densely populated area in England and Wales with 15,695 residents per square

kilometre compared to an average of 424 residents per square kilometre in England.

- 3.2.4 The Borough also has the youngest median age in the country (30). The proportion of working age adults aged 20-64 is large (71%) and there is a large population of children and young people aged 0-19 (23.4%) whilst the proportion of older people is the lowest in England and Wales (5.6%).
- 3.2.5 The Borough is extremely diverse with the large majority (77%) coming from non-White British ethnic backgrounds. This includes the largest Bangladeshi population in the country (34.6%) as well as a large White Other population and sizeable Somali, Chinese and Roma communities. 6.2% of residents reported not being able to speak English well or at all, which was the 8th highest proportion of any local authority area.
- 3.2.6 Socio economic pressures and inequalities in the Borough persist and addressing them are among the highest priorities for the Council. Children and older people are far more likely to be living in poverty in Tower Hamlets than elsewhere in the country with a 47% child poverty rate. Overcrowding is a major issue with 15.8% of households overcrowded – the highest in the country. 87.8% of households in the borough are living in a flat or apartment compared with 22.2% in England. Homelessness numbers are high and are rising with 2,821 households currently in Temporary Accommodation. 17,085 (75%) of children of those on the TH Housing Register lack one or more bedrooms. These high numbers place pressure on the use of expensive nightly booked bed & breakfast accommodation, there are currently 574 households in B&B accommodation compared with 363 a year ago.

3.3 MEDIUM TERM FINANCIAL STRATEGY & PROPOSED BUDGET

- 3.3.1 The revised Medium Term Financial Strategy is set out in Appendix 1A, and the detail by service area in Appendix 1B. The detailed figures and assumptions incorporated in these tables are explained more fully in this report. The figures assume a Council budget requirement of £459.429m for 2024-25.
- 3.3.2 The previous multi-year funding settlement agreed with the Government expired at the end of the 2019-20 financial year. Single year settlements have been announced since. The Governments 2021 Spending Review provided resource budgets for Government departments for the three years 2022-23 to 2024-25. However, the Government again published a single year settlement for 2024-25. The absence of a long-term settlement hinders the ability of local authorities to plan for the medium-term effectively and drives us to make assumptions and judgements about future years. All such assumptions and judgements are underpinned where possible by third party reference sources. For example, the Office of budget Responsibility (OBR), the Bank of England (BOE) and LG Futures.
- 3.3.3 London Councils recent budget briefing highlighted the following key issues.

- The 2023 Autumn Statement did little to inspire confidence for local authorities facing financial difficulty or provide hope for those who rely on local government services.
- Demand for ever-more costly services is growing, but the resources to provide them continue to shrink. Today, London boroughs' overall resources remain about 18% lower than 2010-11 in real terms. Over that same period, London's population has grown by almost 800,000—equivalent to a city the size of Leeds.
- Adult and children's social care, a key driver of boroughs' overall demand pressures, was hardly mentioned in the Autumn Statement, and there was no new funding for social care services or any general local government funding beyond what was announced last year.
- Based on initial analysis of the statement, London boroughs will still need to make over £500 million of savings in 2024-25, as part of an estimated £2 billion funding gap over the next four years. They have worked hard to protect their budgets, but there is no painless way to make savings on the scale required. Any low hanging fruit and general efficiencies are long gone. Boroughs plan to use a quarter of their reserves to balance budgets over the next four years. This is not sustainable.

3.4 IMPACT ON COUNCIL SERVICES

- 3.4.1 The one-year provisional Local Government Finance Settlement (LGFS) for 2024-25 rolled forward a number of funding streams for an additional year. The MTFs also includes another year of business rates growth that Tower Hamlets has been able to retain since the baselines were set in 2013-14. Reform is now not expected before 2026-27.
- 3.4.2 This one-year settlement marks the end of the current Spending Review period. In the Autumn Statement, announced on 22nd November 2023, departmental resource spending for the years beyond the current Spending Review period (2025-26 to 2028-29) are indicated to continue to grow at 1% a year on average in real terms, which implies real terms cuts for 'unprotected departments' like Local Government.
- 3.4.3 Reforms of local government funding, including a 'fair funding' review of the needs assessment formula and a reset of business rates baselines, have been announced in past years but never implemented. This remains a risk to the Council and the reset of business rates baselines has the potential to wiping-out growth since 2013-14. In early 2021 the Government also consulted on altering New Homes Bonus funding.
- 3.4.4 Any proposed changes could have significant implications for Tower Hamlets over the medium term. Retained business rates above the Council's baseline accounts for approximately £18.8m of the Council's funding. If these funding sources under the current mechanisms are changed and removed or reduced,

it is not clear how the money would be redistributed across local government, and this remains a significant future funding risk for the Council.

3.4.5 In addition to funding uncertainties in the medium term, the Council continues to face increases in demand for services, inflationary cost increases, demographic cost pressures particularly in Adult Social Care and temporary accommodation.

3.5 FINANCIAL RESOURCES

3.5.1 Since the 3rd January 2024 Cabinet report updates have been made to the general fund position. The changes from the 3rd January position are shown in the following table:

Summary of Changes	2024-25 £000	2025-26 £000	2026-27 £000
3rd Jan - Budget Gap/(Surplus) after Approved Reserves Drawdown	(5,599)	(5,520)	7,145
Primary Free School Meals Grant	(2,200)	0	0
Leasing of Temporary Accommodation	(1,000)	(1,000)	(1,000)
Council Tax increase 2.99% in each year	(3,935)	(8,343)	(13,310)
Creation of Council Tax Cost of Living Relief Fund (17% of CTax increase)	658	1,411	2,278
(Surplus) / Deficit - after Funding	(12,077)	(13,453)	(4,887)
Community Improvements			
Acceleration Education - EMA / University Bursary Fund / Education Awards	1,350	1,350	1,350
Free swimming sessions for women and 55+ Male Seniors	248	248	248
Bengali Communications and Engagement team & General Engagement Officer	505	505	505
Love Tower Hamlets to complement and work alongside TH_IS place campaign	300	300	234
Street Advertising Income Generation & Venue Marketing	67	67	67
Community Improvements Total	2,470	2,470	2,404
Priority Projects			
Extra Care Housing Development	0	305	0
Somali Community Hub	60	60	60
Women's Resource Centre	400	400	400
Priority Projects Total	460	760	460
(Surplus) / Deficit - after Priorities	(9,147)	(10,218)	(2,023)
Contribution to the Budget Risk Reserve	2,300	0	0
Revised Budget Gap / (Unutilised allocated reserves) – after Risk Reserve	(6,847)	(10,218)	(2,023)
Contribution to Mayor's Accelerated Delivery Fund	6,847	10,218	2,023
Budget Gap / (Surplus)	0	0	0

3.5.2 The Primary Free School Meals grant reflects the recent decision by the Mayor of London to continue funding for 2024-25 and the amount is based on the current allocation.

3.5.3 Leasing of Temporary Accommodation reflects the Council securing a minimum of 35 units for use as temporary accommodation resulting in a saving from more expensive accommodation types such as B&Bs.

3.5.4 Creation of a Council Tax Cost of Living Relief Fund has been budgeted for to support those most impacted by an increase of 2.99% in the general Council Tax. Eligibility will be for any household with a total household income of up to £49,500 and further details are available in the relevant proforma in Appendix 3B. This means that any household with an income of up to £49,500 will be able to claim relief against the entire increase in Council Tax of 2.99%. It is

clear from our public consultation (appendix 10) that affordability of an increase in council tax maybe a point of concern for many residents. The council has been able to avoid any increases since 2022 covering the period when the cost-of-living crises was at its worst. However, our investment requirements in the things of most importance to residents alongside the challenging and uncertain current public sector funding environment from Government leave the council with no option other than to apply an increase. The Council Tax Cost of Living Relief Fund has been created to alleviate the impact of the increase on a wider group than those who will continue to be covered by our comparatively generous council tax discount scheme, which remains unchanged.

3.5.5 Further to the capital allocation for the Culturally Sensitive Substance Misuse Treatment Centre, £250k of grant from the Substance Misuse Supplementary Grant will be used to fund the revenue costs. The grant is expected to continue after 2024-25 with the costs needing to be funded from the general fund should the grant cease.

3.5.6 There is currently a risk reserve of £15.7m in earmarked reserves as a prudent means to ensure resilience in the MTFs. As good practice a review of the amount has been undertaken and the assessment shows an additional £2.3m is required. There is no prescribed method to calculate the level of reserve required and this is a matter of judgement. The current level of £18m is based on £10.8m for risks around income generation savings and £7.2m for inflation (equivalent to an in-year inflation variance of 1.5%). The calculation of the income generation risk is show as follows:

Risk Rating	Saving Areas	Risk %	2024-25 Income £'000	2024-25 Risk £'000	2025-26 Income £'000	2025-26 Risk £'000	2026-27 Income £'000	2026-27 Risk £'000
Low	Existing income generating schemes	5%	(12,489)	(624)	(7,859)	(393)	(7,219)	(361)
Medium	Fees and charges demand or charge increase	25%	(1,128)	(282)	(5,070)	(1,268)	(7,556)	(1,889)
High	New Income generating schemes	50%	(1,585)	(793)	(4,568)	(2,284)	(5,867)	(2,934)
Total			(15,202)	(1,699)	(17,497)	(3,944)	(20,642)	(5,183)
Cumulative Total								(10,826)

3.5.7 The revised summary MTFS is shown in the following table.

MTFS Summary 2024-27	2024-25	2025-26	2026-27
	£'000	£'000	£'000
Net Service Costs	487,880	468,472	458,106
Growth - New	19,158	(1,142)	4,742
Grants and Funding impact on services - New	(21,263)	(3,557)	644
Inflation - New	6,250	(60)	6,510
Savings - Unachievable	1,213	-	-
Savings - New	(33,808)	(5,607)	(3,997)
Total Funding Requirement	459,429	458,106	466,006

Core Grants:			
- Revenue Support Grant	(41,954)	(43,213)	(43,905)
- New Homes Bonus	(2,171)	(2,171)	(2,171)
- Services Grant	(710)	(710)	(710)
- Improved Better Care Fund	(16,810)	(16,810)	(16,810)
- Social Care Grant	(30,960)	(30,960)	(34,160)
- ASC Discharge Fund	(3,928)	-	-
- ASC Market Sustainability & Improvement Fund	(6,409)	(6,409)	(6,409)
- Public Health Grant	(39,099)	(40,272)	(40,916)
Core Grants	(142,042)	(140,546)	(145,082)
Business Rates	(172,744)	(174,347)	(162,631)
Council Tax	(138,168)	(148,609)	(160,316)
Total Funding	(452,954)	(463,502)	(468,028)

Budget Gap / (Surplus) before Reserves Adjustments	6,475	(5,396)	(2,023)
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Reserves Adjustments:			
Previously Approved Drawdown from Reserves	(15,622)	(4,822)	-
Contribution to the Budget Risk Reserve	2,300	-	-
Revised Budget Gap / (Surplus) – after Reserve Adjustments	(6,847)	(10,218)	(2,023)
Contribution to Mayor's Accelerated Delivery Fund	6,847	10,218	2,023
Budget Gap / (Surplus)	0	0	0
Contribution to Mayor's Accelerated Delivery Fund over MTFS			19,088

Assumptions:

- Adult Social Care (ASC) precept increase of 2% allocated to help fund demographic pressures in Adult Social Care (i.e. spend on additional packages of care to support older and disabled people with increasingly complex needs) and 2.99% general Council Tax increase in all years.
- Business Rates income - assumes reset will occur in 2026-27.
- Core Grant allocations are based on the Local Government Finance Policy Statement announced in December 2023.
- Pay and contractual inflation at Autumn Statement (Office of Budget Responsibility) figures – 3.0% for 2024-25; 1.6% for 2025-26 and 1.5% for 2026-27.

Council Tax

3.5.8 Council tax income is a key source of funding for Council services. The amount generated through council tax is principally determined by the council tax

taxbase (the number of properties adjusted for exemptions and discounts) and the rate of charge per property.

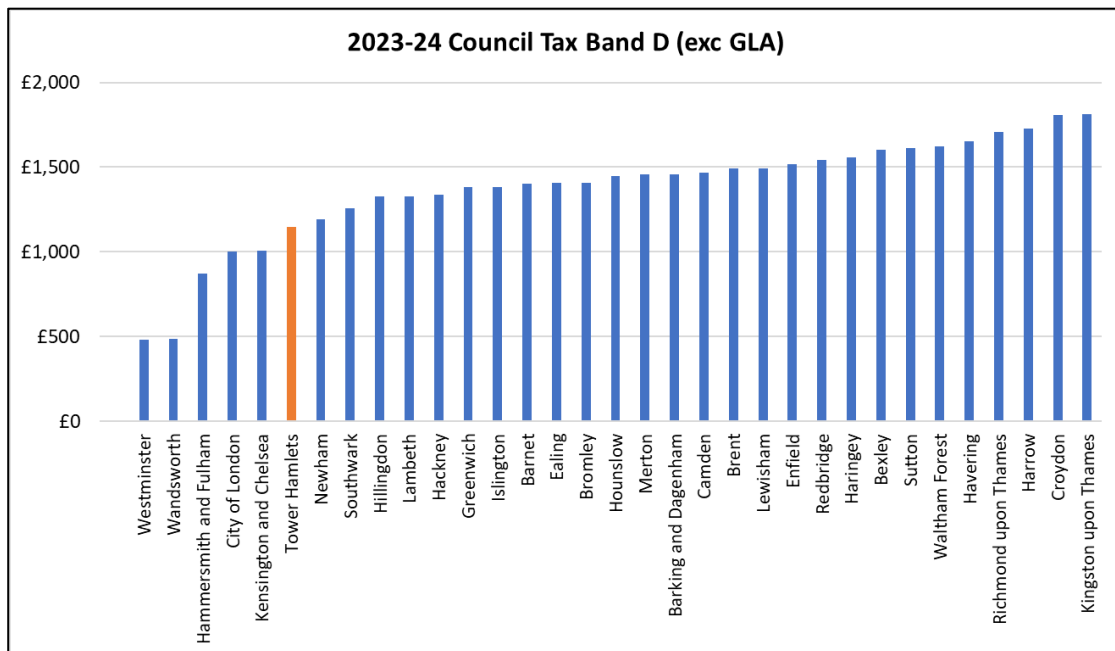
3.5.9 The Council can currently, subject to legislative constraints, increase its council tax rate through two mechanisms; general tax rate increases and the Adult Social Care precept.

3.5.10 The Government has stated the referendum level for general tax rate increases will be 2.99% for 2024-25 and a further maximum level of 2% for the ASC precept (specifically to fund Adult Social Care pressures). The Government assumes in the Core Spending Power calculation that councils will increase council tax at the maximum allowed level.

3.5.11 A 1% increase to council tax generates c£1.3m per annum which is sustainable and ongoing extra income.

3.5.12 Currently Tower Hamlets has one of the lowest council tax rates across the 33 London boroughs as shown in Chart 1 below.

Chart 1: 2023-24 Council Tax Rates Across London



3.5.13 For 2024-25, Tower Hamlets is expected to remain 6th lowest in London for Council Tax after factoring in increases. The Council also has one of the most generous Local Council Tax Reduction Schemes (LCTRS) in the country with those most in need able to get up to 100% reduction in their Council Tax. There are around 28,000 households in receipt of LCTRS.

3.5.14 The existing CTR scheme remains generous and unchanged and will continue to ensure that the poorest in the borough are not impacted by the proposed rise. Tower Hamlets residents straddle 2 economic extremes; from the poorest

(who are already supported as set out above) to the very wealthy, for whom the impact of the increase is modest. It is therefore envisaged that those most financially disadvantaged by this necessary increase will be households not cushioned by the current discount scheme and not receiving enough income to be able to absorb even modest increases in outgoings. This group is often referred to as the “squeezed middle”.

- 3.5.15 It is difficult to find a reference source covering this section of our community. Integral to our proposals is a commitment to secure more data around this group which will enable a more targeted approach in the future. HMRC upper earning threshold for higher rate tax remains £50,270 which reflects the freeze in personal tax allowances at the equivalent 2022-23 rates.
- 3.5.16 We propose to establish a Council Tax Cost of Living Relief Fund with access for all who qualify, the criteria for accessing the increase relief is set at a total gross household income threshold of £49,500 per annum for financial year 2024-25. Access to the fund will be available to all residents occupying their primary sole residence within the Borough. We commit to maintaining the fund across the full 3-year period of this medium-term financial plan and will review the total household income threshold annually as part of our budget setting process.
- 3.5.17 The existing local council tax discount scheme alongside the proposed Council Tax Cost of Living Relief Fund, which has a total household income threshold of £49,500 does not reflect significant investment by the council in mitigating financial hardship. Further, the council provides an additional fully open access emergency grant scheme, the “Resident Support Scheme”, offering financial support for anyone in the borough experiencing financial difficulty. The Council funds £600k of emergency grants per year, and the Mayor has also allocated a proportion of the Household Support Fund to ensure more funding for open access applications from residents in need. This took the 23/24 allocation to over £1.3 million. Any resident in the Borough experiencing financial crises can submit an application to this fund.
- 3.5.18 We have a council tax base of c140,000 dwellings. c28,000 households currently benefit from our council tax discount scheme. Using the average weekly band d equivalent as an illustration the Council Tax Cost of Living Relief Fund proposed for the coming year would protect an additional c19,000 households.
- 3.5.19 We have considered the risks associated with higher-than-expected demand on the scheme and have mitigated the risk by a combination of a clear cap relating to only to the value of the increase for those meeting the maximum gross household income criteria (£49,500) and making adequate provision within our overall risk contingency for the coming year.

3.5.20 The table below illustrates the weekly impact of the proposed rise by council tax band.

Property Band	A	B	C	D	E	F	G	H
Weekly increase	£0.44	£0.51	£0.59	£0.66	£0.81	£0.95	£1.10	£1.32

3.5.21 Using the total household gross income takes account of all household incomes and seems a fair bases on which to access the fund. The threshold set remains below the higher rate income tax threshold and circa 8% above the ONS average national weekly total earnings (AWE).

3.5.22 Significant investment into the community has been funded from Council Tax. The list of revenue and capital growths set out in Appendices 3A and 8A demonstrates this and includes the Mayor’s priority projects and numerous community improvements such as free swimming sessions and waste services.

3.5.23 The Covid-19 pandemic increased significantly those claiming benefits including through the Local Council Tax Reduction Scheme (LCTRS). The LCTRS impact on the Council’s tax base has not yet returned to pre-pandemic levels.

3.5.24 The council tax collection rate decreased during the pandemic and has improved during 2023. However, in year collection rates remain lower than pre-pandemic levels by around 1%.

3.5.25 Additionally, growth in the council tax base has been below average for the Council at 1.7% for the year to September 2023. Nationally there has been an increase of 1.0% in the average Council Tax base which is 0.5% lower than growth in the previous year (1.5%) and below the average level of annual growth of 1.5% in the three years to September 2019.

3.5.26 The Council tax taxbase calculation for 2024-25 has assumed growth based on the average over the last five years of 3.1% and a 97.79% collection rate. This rate is higher than last year by 0.29% due to the additional collection activity the Council will undertake in 2024-25.

Local Council Tax Reduction Scheme (LCTRS) 2024-25

3.5.27 The Council did not make any changes to the Local Council Tax Reduction Scheme (LCTRS) for 2022-23 and 2023-24. The level of claimants has reduced from the increased pandemic level but remains higher than before the pandemic (19,704 band D equivalent claimants in 2019 compared to 20,217 in 2023).

3.5.28 The current LCTRS scheme remains amongst the most generous in the UK protecting Tower Hamlets residents on low incomes. Those on the lowest income can receive 100% relief and pay no council tax.

3.5.29 Each year, the Council is required to consider whether it wishes to change its LCTRS. Any changes to the scheme require a full public consultation and impact analysis. This draft budget and MTFS assumes the council will not make any changes to the existing 100% LCTRS for 2024-25 protecting our residents on low incomes.

Business Rates Retention Scheme

3.5.30 The Council retains 30% of business rates collected with 37% passported to the Greater London Authority (GLA) and 33% to central government.

3.5.31 Due to the impact of the pandemic, there was a Business Rates Collection Fund deficit to the end of 2022-23, of which the estimated Council share is £17.0m. Government funding did not match the year in which the deficit is recognised so the additional funding was put into a Collection Fund Smoothing Reserve and is being released to meet this deficit.

3.5.32 The Council entered a business rates pool with seven other neighbouring London boroughs in 2022-23 (the 8 Authority Pool) and will continue in this pool arrangement for 2024-25. This will enable the Council to retain some of the levy on growth that would otherwise be required to be paid to Central Government. The amount of extra growth retained is estimated to be £2.0m one-off extra income in 2024-25 and 2025-26.

3.5.33 The business rates baseline was due to be reset in 2022-23, however this has been delayed and is unlikely to happen before 2026-27.

3.5.34 The current business rates system allows councils to retain a proportion of the growth in the local business rates tax base, however this is typically lost during funding rebasing. For Tower Hamlets this is c£18m of funding that could be lost, allowing for transition relief, because of a reset and the annual delays are expected to have improved the budget. Beyond this, there is significant uncertainty around when the government will implement the reset, how the money would be redistributed across local government and the amount of any transitional relief provided to the Council; therefore, the level of business rates income is uncertain in future with a risk of reduced funding for the Council going forward.

Core Grants

3.5.35 The Council is in receipt of several core grants to support specific service priorities. Assumptions have been made in respect of most grants after 2024-25 due to the one-year settlement based on modelling by specialists LG Futures. The provision local government finance settlement which provides provisional grant allocations for most of the core grants was announced on 18th December 2024, with the final settlement due in January or early February.

Revenue Support Grant

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

3.5.37 Inflationary increases in RSG have been included based on the inflation assumptions in the Autumn Statement. RSG for 2024-25 is £42.0m.

New Homes Bonus

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

3.5.39 A consultation was launched after the 2021-22 settlement on the future of NHB with options including increasing the threshold for payment and various other factors that could be included for calculations. There is uncertainty in the amounts to be received going forward and payments have reduced significantly in recent years.

3.5.40 If the NHB were to end in the medium term, it is expected that decreases in NHB will be re-allocated nationally into other funding streams such as the Revenue Support Grant or other core grants. Over the medium term the level of funding potentially lost will depend on which changes are announced, the timescales for implementation and any transitional funding for Councils. The grant in 2024-25 will be £2.2m (£3.9m in 2023-24) with the MTFs assuming that funding will be at the same amount in all future years.

Services Grant

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

3.5.42 The Council's allocation was reduced to £4.3m in 2023-24 and was further reduced to £0.7m for 2024-25.

Improved Better Care Fund

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

3.5.44 In addition to this, an Improved Better Care Fund (IBCF) was announced in the 2016-17 budget to support local authorities to deal with the growing health and social care pressures during the period 2017-20. The Spending Rounds since 2019 have extended this grant for one year at a time. The Local Government Finance Policy Statement 2024 to 2025 confirmed the grant will continue in 2024-25 and this funding is built into the MTFS at £16.8m for all years.

Social Care Grant

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

3.5.46 The Government announced previously that proposed Adult Social Care reforms would have their implementation delayed from October 2023 to October 2025, yet the accompanying funding would be provided to Local Government to support alleviating pressures within Adult Social Care. The Social Care Grant in 2023-24 was therefore increase to £25.958m. The grant for 2024-25 within the MTFS is £30.960m.

3.5.47 The table below demonstrates the allocations of the Social Care Grant.

Social Care Grant Allocations	Total £m
2019-20 Funding	2.499
2020-21 Additional Funding	6.868
2021-22 Additional Funding	2.974
2022-23 Additional Funding	4.261
2023-24 Additional Funding	9.356
2024-25 Additional Funding	5.002
Total 2024-25	30.960

ASC Discharge Fund

3.5.48 The fund of £500m nationally was announced on 22 September 2022 as part of the government’s Our Plan for Patients policy paper, to help people get out of hospitals and into social care support.

3.5.49 This fund will continue in 2024-25 and government has confirmed that this will be in addition to the existing Better Care Fund. Funding of £3.9m is included in the MTFs for 2024-25 only as it is unclear if the funding will continue.

ASC Market Sustainability and Improvement Fund

3.5.50 The 2022-23 LGFS announced the new Market Sustainability and Fair Cost of Care Fund grant for 2022-23 intended to help local authorities to prepare their markets for reform and move towards paying the fair cost of care. The government distributed funding using the adult social care relative needs formula and the 2022-23 allocation for Tower Hamlets was £0.989m. The budget allocated this funding in full to the Health, Adults and Community directorate.

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

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

3.5.52 The 2023-24 finance settlement increased this funding to £3.430m in 2023-24 and to £6.4m in 2024-25. The grant was renamed to the ASC Market Sustainability and Improvement Fund. It is envisaged that this will primarily be required to pay higher rates to providers towards a fair cost of care and to fund administration costs for the development of the market.

Public Health Grant

3.5.53 The Public Health grant is ring-fenced for use on public health functions exclusively and covers all ages. The final allocation of the Public Health grant to Tower Hamlets for 2023-24 was £37.372m. The 2024-25 indicative allocation was announced after the Autumn Statement at £39.1m, however the final allocation is not expected to be confirmed until March 2024.

Social Care Reform

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

3.5.55 The Government published 'Build Back Better: Our Plan for Health and Social Care' in September 2021 introducing a new health and social care levy to National Insurance Contributions, initially to help fund the clearance of NHS backlogs, a cap on care costs of £86,000 and the ability of self-funders to ask their Local Authority to arrange their care for them. The Government reversed

the health and social care levy in November 2022 and has announced that implementation of the reforms would be delayed from October 2023 to October 2025.

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

3.5.57 The Autumn Statement 2023 reaffirms the commitments made at Autumn Statement 2022 to provide additional support to the NHS and adult social care in England in response to the pressures facing the health service.

3.6 BUDGET PRESSURES, GROWTH AND INFLATION

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

3.6.2 In line with this review methodology, previously agreed demographic growth funding for Adult Social Care (ASC) has been updated for 2024-25 to 2026-27. For 2024-25 the demographic growth is estimated to be £2.9m, a reduction of £3.9m and reflective of the demand management measures that include more effective price controls to mitigate pressures. However, this reduction is offset in part by an additional £1.5m of inflationary pressures due to the higher levels of inflation experience in 2023-24. Funded through the 2% ASC precept in 2024-25 would bring in c£2.6m to assist fund these pressures.

3.6.3 The 2024-25 pay award was agreed nationally in November 2023 and the final cost to the General Fund was £12.4m. The award was the higher of £2,352 or 3.88%. The MTFs has been updated for 2024-25 to provide budget for the 2023-24 short-fall and a 3% pay award assumption for 2024-25, due to continuing cost of living pressures on national negotiations. The allowance for 2025-26 and 2026-27 assumes pay awards in line with the Office of Budget Responsibility (OBR) inflation forecasts of 1.6% and 1.5% respectively.

3.6.4 Next year's 10% increase in the national living wage (NLW) will trigger adult social care pressures without increased government funding for councils. Shire authorities said the NLW rise would cost them £6.3m each on average in 2024-25, totalling £230m across the sample polled by the County Councils Network (CCN) following last month's autumn statement. The rise in the NLW from £10.42 to £11.44 an hour, announced in the autumn statement, will benefit many adult social care staff in independent providers commissioned by local authorities.

- 3.6.5 For non-pay inflation, provision has been made in line with the OBR inflation forecasts, i.e. 3% in 2024-25, 1.6% in 2025-26 and 1.5% in 2026-27. In October 2023 the CPI inflation rate was 4.6%.
- 3.6.6 Directorates in the Council have reviewed their service areas for unavoidable growth and budget pressures that are requested to be funded in 2024-25. The growth requests are listed in Appendix 3.

3.7 SAVINGS PROPOSALS

Savings Proposals – General Fund

- 3.7.1 The Council has previously approved savings in past years and a further unidentified savings requirement to ensure that a balanced budget was in place for the MTFs three-year period. There are also new savings proposed in this budget for 2024-25 totalling £33.808m and these are listed in Appendix 4.
- 3.7.2 The identified savings previously approved by Council total £1.802m in 2024-25.

Historic savings to be written off - £1.213m

- 3.7.3 Following a robust review, the following previously agreed savings are no longer achievable or will be achieved through a different route, and it is proposed in this budget that these are now formally removed:
- **Review of Printing/Scanning/Use of Multifunctional Devices (SAV / ALL 001 / 17-18) £0.263m.** This saving was approved in 2017-18 and totalled £1.5m. There is £0.263m remaining relating to hybrid mail where the savings have not matched projections.
 - **Using Section 106 funding to fund Housing Supply Team (SAV / PLA 001 / 23-24) £0.050m.** This was duplicated with savings SAV / PLA 005 / 23-24 - Removal of Development Officer Vacant Post.
 - **Consolidation of Management Positions (SAV / PLA 008 / 23-24) £0.200m.** Saving has been superseded by the wider planned corporate restructuring.
 - **Human Resources – Reprofiled to 2024-25 (SAV / RES 001 / 17-18) £0.700m.** The saving has slipped since approval in 2017-18 and relates to cross Council restructure savings that have been superseded by the new structure review.

3.8 RISKS AND OPPORTUNITIES

- 3.8.1 When setting the MTFs, best estimate of service costs and income based on the current information is used. However, there will always be factors outside of the Council's direct control which have the potential to vary the key planning assumptions that underpin those estimates.

- 3.8.2 There are several significant risks that could affect either the level of service demand (and therefore service delivery costs) or its main sources of funding. In addition, there are general economic factors, such as the level of inflation and interest rates that can impact on the net cost of services going forward.
- 3.8.3 Existing pressures in service demand are reported in the Council's budget monitoring for 2023-24 reports. The main MTFS risks and opportunities are summarised below.

Inflation

- CPI Inflation stood at 4.6% in October 2023, down from 6.7% in September. Inflation is expected to continue to fall but it has proven persistent and the economy resilient to date so there is a risk that the Council's current assumptions will need to be revised.
- A 1% change in pay inflation equates to c£2.4m.

Regulatory

- **Business Rate Reset** – A proposed business rates reset by the Department for Levelling Up, Housing and Communities (DLUHC) could mean that the baseline level will be raised to the current level of business rates, and therefore Tower Hamlets will only retain extra income for growth that occurs above the new baseline expected level.
 - The target business rates amount since 2013-14 was set on cash amounts received in previous years. This created winners and losers depending on the timing of appeals. Tower Hamlets benefited from the methodology chosen, plus has benefitted from growth achieved locally since 2013-14.
 - It was always DLUHC's intention to update the target amounts. This was planned to take place in 2019-20 but has been regularly delayed and not expected until at least 2026-27, so, in this regard, Tower Hamlets has benefitted. It is envisaged that resets will also occur periodically going forward.
 - Once the reset takes place, it is expected the growth will be redistributed based on need (within the funding formula) and Tower Hamlets will receive a share. Tower Hamlets should also receive more resources going forward if local growth continues.
- **Review of relative needs and resources (also called the Fair Funding Review)** - the government has committed to reforming the way local authorities are funded. Its Fair Funding Review aimed to introduce a new funding formula from April 2021, which was now delayed and not expected until at least 2026-27. The government has said that the Fair Funding Review will: -
 - set new baseline funding allocations for local authorities;

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

It is considered likely that London authorities will be adversely affected by the changes.

Adult Social Care Services

- **Price pressures in the social care market** – impact of workforce shortages and inflation on labour, fuel, food and clothing costs.
- **Discharge from hospital** – reduction in NHS funding for the short-term funding of care costs for residents that are discharged from hospital.
- **Increased demand** – Population growth estimates are built in and changes in the complexity of needs also impacts demand.

General Economic Factors

- Economic growth slowing down or disappearing
- Reductions in grant and third-party funding
- Reductions in the level of income generated through fees and charges
- A general reduction in debt recovery levels

Increases in Service Demand

- Adult Social Care homecare and residential care services
- Children's Social Care including an increase in the number of looked after children, unaccompanied asylum seekers or those with no recourse to public funds
- Support for children with special educational needs including transportation.
- Housing (including homelessness and temporary accommodation)
- General demographic trends (including a rising and ageing population)
- Impact of changes to Welfare Benefits

Efficiencies and Savings Programme

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

Local Taxation

- Collection rates are impacted by the economy which affects taxpayers' ability to pay.
- An increase in the Council's tax base has occurred over previous years and growth above current projections will generate more income.

Other Opportunities

- Growth in local taxbase for both housing and businesses

- Service transformation and redesign including digital services
- Invest to save approach (including capital improvements) to reduce revenue costs
- Income generation opportunities including through a more commercial approach

3.9 RESERVES

- 3.9.1 Reserves are an important part of the Council's financial strategy and are held to create long-term budgetary stability. They are the foundation for good financial management and resilience. They enable the Council to mitigate future risks, such as increased demand and costs; to help absorb the costs of future liabilities; and to enable the Council to resource policy developments and initiatives without a disruptive impact on rates of Council Tax. As one-off resources they can only be spent once.
- 3.9.2 The Council's key sources of funding face an uncertain future and the Council, therefore, holds earmarked reserves and a working balance to mitigate financial risks. There are two main types of reserves:
- Earmarked Reserves – held for identified purposes and are used to maintain a resource to provide for ideally, one-off expenditure in a future year/s
 - General Reserves – these are held for 'unforeseen' events. Recent lessons learned from valued fellow councils in the current challenging operating environment serve to emphasise the importance of this.
 - General Balance – This is strongly recommended not to be less than £20m.
 - Reserves in the circumstances referred to above, support financial resilience, providing a cushion to "buy time" in the event of stormy waters.
 - Reserves invested wisely in schemes that reduce future costs can build added resilience (e.g. in invest to save schemes).
 - The council's resilience and financial capacity underpin key judgements as to our risk profile and credit worthiness, in turn contributing to our ability to secure future borrowing.
- 3.9.3 The Council also maintains reserves in respect of its Housing Revenue Account (HRA), this together with our headroom again underpins our ability to borrow, which is critical during this time of a nationally recognised housing shortage crisis. An issue of particular focus at Tower Hamlets.
- 3.9.4 In 2020, the government also introduced a statutory override which separates local authorities' DSG deficits from their wider financial position. The statutory override was put in place and meant that local authorities' DSG deficits could be separated from their wider accounts. This is currently due to expire on 1st April 2026. At the start of the year there was a DSG deficit of £13.1m. Current demand trends indicate that without larger than forecast growth in DSG allocations then we will not be a position to reduce the accrued DSG deficit that

has been bought forward. This position is in common with most Local Authorities, and we wait a direction on a longer-term solution from government.

- 3.9.5 The amount held in reserves is a matter of judgment which considers the purpose for which they are maintained and the Council's potential financial exposure to risks. The Council's current Reserves Policy is included in Appendix 5. The level of balances is examined each year along with the level of reserves considering the risks facing the authority in the medium term. The S151 officer is required under Section 25 of the Local Government and Finance Act to include in Budget Reports, their view of the adequacy of the balances and reserves the budget provides for.
- 3.9.6 Reserves are one-off funds and, therefore, the Council should always aim to avoid using reserves to meet on-going financial commitments other than as part of a sustainable budget plan. In the current challenging environment, it is even more important to ensure reserves are maintained and not on a continuing declining trajectory. The minimum level of General Revenue balance is £20m.
- 3.9.7 The following table is an overview of forecast balances on reserves at 31 March 2024 (subject to outturn and audit of outstanding Accounts).

Reserves Summary	Forecast 31/03/2024 £m
General Fund Reserve	20.0
Earmarked Reserves	
Earmarked Reserves with Restrictions on use	78.8
Earmarked Reserves without Restrictions	62.2
Other Reserves	
Housing Revenue Account	10.2
Housing Revenue Account Major Repairs Reserve	0.6
Dedicated Schools Grant Surplus / (Deficit)	(13.1)
Reserves restricted by law to finance Capital Expenditure	
Capital Grants Unapplied	213.4
Capital Receipts Reserve	164.7
Overall Reserves Total	536.8

- 3.9.8 Please refer to Appendix 6 for the detailed projected movement in reserves over the period 2023-27. The proposed corporate reserve movements for 2023-24 and 2024-25 are set out below.

Projected Corporate reserve movements 2023-24

Description	Transfer from Reserves £m	Transfer to Reserves £m
Contribution to fund Collection Fund deficit costs (from Collection Fund Smoothing Reserve)	11.3	

Contribution to fund Primary Schools Free School Meals costs (from Free School Meals Reserve)	1.8	
Contribution to fund MTFS (from Mayor's Priority Investment Fund)	22.1	
Contribution to fund Social Care pressures (from Mayor's Priority Investment Fund)		4.6
Transfer from Mayor's Priority Investment Reserve (to create Social Care pressures reserve)	4.6	

Proposed Corporate reserve movements 2024-25:

Description	Transfer from Reserves £m	Transfer to Reserves £m
Contribution to fund MTFS (from the Mayor's Priority Investment Reserve)	15.6	
Contribution to Mayor's Accelerated Delivery Fund (from MTFS update - see table at Paragraph 3.5)		6.8
Contribution to fund Collection Fund deficit costs (from Collection Fund Smoothing Reserve)	1.4	

3.10 SCHOOLS' FUNDING

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

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

3.10.3 Whilst the Schools Block allocation for 2024-25 is based on allocating a school level budget calculation, the method of distribution to schools is still through a local formula methodology.

3.10.4 In December 2023, the ESFA published final allocations for 2024-25 for the Schools Block and Central Services Block, as well as indicative allocations of the High Needs and Early Years Blocks. The High Needs block and Early Years blocks are amended during the year after taking consideration of changes to places and take up.

3.10.5 The Main element of the school's block of the DSG has been calculated by building in the previously separately paid schools additional pay grant and a 0.5% per pupil increase from 2023-24.

- 3.10.6 The High Needs Block is funding to support costs of pupils with additional education needs, across mainstream and special schools as well as the associated support costs. The allocation of the high needs block for 2024-25 has increased by a 4% increase. There continues to be an accrued deficit that will be bought forward and can, in line with government guidance, be bought back into balance over several future financial years.
- 3.10.7 Significant work continues to take place to identify efficiencies in high needs provision, including remodelling of central services, review of top ups paid to individual schools as well as building local capacity to prevent expensive placements outside of LBTH. Tower Hamlets is currently part of the Department of Education, delivering better value (DBV) programme which will further explore cost avoidance in 2024-25.
- 3.10.8 The Central Schools Services Block (CSSB) was introduced in 2018-19 to fund LAs for their statutory duties relating to maintained schools and academies. The CSSB brings together funding previously allocated through the retained duties element of the Education Services Grant (ESG) funding for ongoing central functions e.g., admissions and funding for historic commitments including items previously agreed locally such as contributions to central Education budgets.
- 3.10.9 As part of the national funding formula the DfE are reducing the allocation within the CSSB of historic commitments and the CSSB for Tower Hamlets has been decreased by £251k in relation to historic commitment for 2024-25, and therefore significantly reduces central education spending power.
- 3.10.10 In addition to the Central Schools Services Block, maintained schools can, through the schools Forum, agree to de-delegate some of their Schools Block resources for certain specific services that schools would benefit from the economies of being managed centrally. Schools can also make contributions to support the former Education Services Grant (ESG) general duties which was removed as a separate grant in 2017. This contribution supports costs the Council is obliged to carry out as statutory duties for maintained schools, for example in relation to financial regulation, asset management, internal audit, HR and the provision of information to government departments and agencies. Schools Forum will be asked at the school Forum of 17th January 2024 to increase these contributions and de-delegations by 0.5% to match the increase in the schools funding.
- 3.10.11 The early years free entitlement is increasing in the 2024-25 financial year in line with Government policy. Free entitlement for working parents of two-year-olds is introduced from April 2024 and provision is then extended to an entitlement for Children from nine months old for working parents from September 2024. This increase in entitlement is reflected in the large indicative increase in the Early Years block.
- 3.10.12 The table below sets out the initial DSG allocation over the funding blocks for 2024-25. Please note that the final 2023-24 allocations will be finalised in July 2024.

Dedicated Schools Grant – 2024-25 and Current 2023-24

Block Gross	2024-25 £m	2023-24 £m	Change £m
Schools Block	303,864	295,265	8,599
CSSB	2,906	3,157	(251)
High Needs Block	85,993	82,472	3,521
Early Years Block	*40,510	30,163	10,347
Total	433,273	411,057	22,216

* Includes funding for new statutory provision for 2 years olds and 9mth+

3.10.13 In addition, the Council receives, and passports fully to schools, funding for the pupil premium (£23m in 2023-24) and sixth form funding (circa £15m) 2023-24). Final allocations for the pupil premium will be confirmed in July 2024, Sixth form funding in March 2024.

Tower Hamlets' Funding Formulae

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

- That the formula adopted by Tower Hamlets originally in 2019-20 continues for 2024-25.
- That the Minimum Funding Guarantee (the mechanism that guarantees schools a minimum uplift in per-pupil funding) has been set at close to 0.5%, the maximum allowed, as affordable.
- That the structure of the Early Years Funding Formula is maintained whilst allowing for amended rates reflecting the increases and the changing entitlements for 2024-25.

3.11 HOUSING REVENUE ACCOUNT (HRA)

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

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

The HRA cannot subsidise or be subsidised by the General Fund and must remain in balance.

- 3.11.3 Prior to April 2012 the provision of Local Authority Housing was managed through a subsidy system with rents being collected at a local level, pooled and redistributed back to Local Authorities based on a formulaic calculation.
- 3.11.4 From April 2012, the Localism Act abolished the subsidy grant and replaced it with self-financing, under which local authorities took a one-off share of the national housing debt in return for retaining all rental income collected. Therefore, the HRA retains all benefits associated with its property portfolio but also incurs the risk and costs associated with them.
- 3.11.5 These freedoms were introduced with strings attached in the form of a debt cap. This was set by the Government individually for each Authority and represented the maximum level of borrowing allowed to fund investment in any new build programme or investment in the existing stock. In Tower Hamlets the debt cap was set at £184m.
- 3.11.6 In October 2018 the Government abolished the debt cap as it was felt to have been set artificially low and was restricting Local Authorities in their new homes programme which was contributing to the shortage of available housing. As a result, the HRA is now able to borrow at higher levels than the debt cap and monitors the affordability of its current and planned future borrowing through parameters set within the HRA business plan.
- 3.11.7 The HRA business plan is a requirement of self-financing and is a 30-year plan that models both revenue and capital income and expenditure and assesses the affordability of current and future plans and their impact on HRA reserve balances. The HRA business plan is updated annually as part of the budget setting process to ensure activities within the HRA are affordable.

2024-25 Rent Increase

- 3.11.8 Annual rental increases or decreases are set nationally by Central Government. Section 23 of the Welfare Reform and Work Act forced local authorities to implement a rent reduction of 1% for four years starting in 2016-17. The last year to which the rent reduction applied was 2019-20.
- 3.11.9 In September 2018 the Government published a consultation entitled “Rents for social housing from 2020-21” in which it set out its proposals for social rent policy from 2020-21. The proposals are that the Regulator of Social Housing’s rent standard will, from 2020-21, apply to local authorities. This will mean that, in common with other Registered Providers (RPs), local authorities will be permitted to increase their rents by a maximum of CPI + 1% for at least five years.
- 3.11.10 Any rent increase is based on the September CPI figure, and therefore the maximum rent increase would be this CPI figure + a further 1%. The financial

year 2024-25 represents the final year of this commitment and the Government has yet to announce its rent policy beyond this year.

- 3.11.11 In 2023-24, faced with an unprecedented rise in inflation and the exceptional cost of living pressures on households, the Government restricted the social housing rent increase by capping it at a lower than inflation level of 7%. The Mayor at Cabinet on the 23rd January 2023 approved this maximum rent increase.
- 3.11.12 The capped rent increase only applied to existing tenants and the Council had further flexibility on rents for new properties and relets where the formula rent and full CPI plus 1% rent increase could be applied if Tower Hamlets chose to do so. The Mayor at Cabinet approved this flexibility, with CPI +1% rent increases being implemented on new properties and those being re-let.
- 3.11.13 DLUHC has published an impact assessment alongside the consultation which estimates the loss of rental income for councils nationally at £3.4billion in the 5-year period between 2023 and 2028.
- 3.11.14 In its Autumn Statement on the 22nd November 2023 the Government announced that Local Authorities will be able to increase rents in line with its Social Housing Policy, up to a maximum of CPI +1% for 2024-25. There will be no cap restrictions applied. The CPI level for September 2023 is 6.7%, with the maximum rent increase therefore being 7.7%.
- 3.11.15 The government intends to consult separately next year on social housing rent policy from 2025 onwards. To inform this, DLUHC will launch a call for evidence on whether social landlords should be permitted, gradually over time, to bring rents back up to the level they would have been had 7% cap not been applied. Other factors including affordability for tenants and welfare expenditure will also be considered.
- 3.11.16 The mayor at Cabinet on 3rd January 2024 approved an increase in housing rents for all properties of 7.7% for 2024-25. The table below shows the new weekly rental charges for 2024-25. A 7.7% rent increase will generate £5.6m of additional income within the HRA that will be used to fund the borrowing costs associated with investment in the existing stock and new developments. Comparative Council data has not yet been published but it is anticipated that the 7.7% will be consistent with the majority of Councils.

Bedroom Numbers	2023-24 Average Weekly Rent £	7.7% Increase	2024-25 Average Weekly Rent £
0 Bed	91.68	7.06	98.74
1 Bed	107.56	8.28	115.84
2 Bed	120.56	9.28	129.84
3 Bed	137.79	10.61	148.40
4 Bed	161.96	12.47	174.43
5 Bed	167.24	12.88	180.12
6 Bed	174.24	13.42	187.66

7 Bed	179.41	13.81	193.22
Weighted Average	123.21	9.49	132.70

3.11.17 It is acknowledged that a 7.7% rent increase represents an uplift in the weekly rental charge to tenants. However, the HRA is currently experiencing unprecedented increases in its costs resulting from Brexit, Covid pandemic and cost of living crisis following the war in Ukraine. High inflation and interest rates mean that many of the costs incurred within the HRA are rising by more than the 7.7% rent increase and the Council is therefore also bearing a proportion of these cost increases and not passing them all on to the tenant. The additional income generated will maximise the ability of the council to invest in the housing stock, both in the existing property portfolio and new build schemes. The Council's strategic plan commits it to building 4,000 new homes, and the rent increase will help to facilitate this target. The increase will also ensure that further funds do not have to be taken from other services within the HRA, and that these services will continue to operate without depletion to their budgets.

2024-25 Increase in Tenanted Service Charges

3.11.18 LBTH budget to recover the cost it incurs on providing services to tenants through the service charge made to them. Historically these charges have been subject to an inflationary increase, with the assumption being that the cost of providing the services will incur an annual inflationary uplift, up to the September CPI figure. They are calculated on a service charge basis to ensure full cost recovery.

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

3.11.20 The table below details the current service charges and the impact of the proposed weekly charges for 2024-25 to enable the HRA to recover its costs from tenants. Comparative Council data has not yet been published but it is anticipated that the rises will be broadly consistent with other Councils.

Service Charge	2023-24 Average Weekly Charge	2024-25 Average Weekly Charge	£ Weekly Increase (23-24 to 24-25)
Block Cleaning	6.53	6.97	0.44
Estate Cleaning	2.88	3.07	0.19
Concierge	11.42	11.99	0.57
Horticulture	0.93	0.98	0.05
ASB	1.35	1.42	0.07
Boiler Fuel	28.93	28.93*	-
Communal Energy	3.35	3.35	-

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

Building & Fire Safety

3.11.21 There are 78 buildings within the scope of the building safety act for which building safety cases, full building plans, external wall systems surveys and type 4 fire risk assessments. The programme of works has been expanded to include inspections of doors. There is a need to further strengthen the work to ensure the delivery of this programme, completion of inspections and the safety of tenants.

HRA Business Plan

3.11.22 In April 2012, the Localism Act introduced a self-financing system and the management of housing at a local level. This required LBTH to take on a one-off share of the national housing debt in return for retaining all rental streams in respect of the housing stock. The aim was to allow local decision making to drive the level of investment in the housing stock and to agree spending priorities in line with local demand. The HRA Business Plan is a 30-year financial model and is the key tool used to ensure the short, medium and long-term viability of the HRA and affordability of its investment programmes.

3.11.23 Since the abolition of the HRA debt cap in 2018 Council's have been free to extend their borrowing but should be within their own pre-defined limits as part of the overall prudential code.

3.11.24 Three factors have been used to date to assess the borrowing constraints within the HRA are:

- A minimum reserve balance of £10m within the HRA
- A Voluntary Revenue Provision of debt repayment based on 2% of opening debt (equivalent to c£2.9m per annum)
- A minimum Income Cover Ratio of 1.5 was maintained

3.11.25 In order to maximise the resources available to invest in the existing stock and new build housing programme, it is proposed to reduce the Interest Cover ratio to 1.15 and stop making voluntary revenue provision for debt repayment within the HRA. These changes have been discussed with the Council's technical advisor and are in line with those of other London Boroughs.

3.11.26 The HRA budget includes savings and growths shown in Appendix 7B to 7D.

3.12 CAPITAL

3.12.1 The Capital Programme report and detailed projects for the general fund and HRA are at Appendices 8 – 8D.

3.13 TREASURY MANAGEMENT STRATEGY

3.13.1 The Treasury Management Strategy Statement will be revised and agreed with Audit Committee on 22 January 2024, and recommended for Full Council approval in February 2024 in accordance with the CIPFA Treasury Management Code of Practice. The Statement sets out the proposed strategy regarding borrowing, the investment of cash balances and the associated monitoring arrangements.

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

3.14 BUDGET CONSULTATION AND SCRUTINY PROCESS

3.14.1 The Council must undertake statutory budget consultation with business rates payers in the Borough and it is also good practice to consult with council taxpayers and a broad range of other key stakeholders. Furthermore, the Council's Budget and Policy Framework sets out the need for the Overview and Scrutiny Committee to be involved in the setting of the Council's budget.

3.14.2 The budget consultation 2024-25 began on 23 October 2023 and closed on 4 December 2023. The consultation sought to provide details of the financial challenges the Council currently faces and requested feedback on priorities for Council services from residents and businesses. The results of the survey are at Appendix 10.

3.14.3 Overview and Scrutiny Commitment play a key role in scrutinising the budget proposals. This covers all aspects of the budget including revenue growths and savings, the capital programme, Housing Revenue Accountant (HRA) and the Schools Budget which will be proposed for approval by the Cabinet, from the Schools Forum.

4 EQUALITIES IMPLICATIONS

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

4.2 Our Borough's strength lies in its diversity and the different communities and cultures living side by side. The Council is working to make the Borough safe, welcoming and a place of opportunity for all however inequalities still exist. The borough is the most densely populated local authority in the country. Tower Hamlets has one of the highest levels of children living in poverty in the country. Additionally, Tower Hamlets continues to experience exceptionally large population increases and since the 2021 census the population has risen from 310,306 in March 2021 to 325,789 just over a year later, the second fastest growing area in England.

4.3 These inequalities and rapid growth mean that ensuring equality is embedded throughout Council plans, services and activities is the number one priority and at the heart of all decision making. To help meet its duty under the Equality Act, on all proposed changes, the Council undertakes an equality impact screening and where required a full Equality Impact Analysis to determine whether the proposal will have a disproportionate impact on persons who share a protected characteristic and to also outline actions to mitigate against the equality risks. All savings proposals (Appendix 4A & 3B) include an equalities screening and identifies the relevant proposal that will require a full equality impact analysis.

- 4.4 Corporate Directors will ensure equality analysis are completed to inform decision making for implementation of these proposals.
- 4.5 Increasing pressures on the Council's limited finances mean that the Council needs to continue making savings in the next three years to achieve a balanced budget. This is a major challenge which needs to consider every penny spent while ensuring that equality remains at the heart of all decision making. The proposed growth items represent a positive impact for residents and organisations in the Borough.

5. OTHER STATUTORY IMPLICATIONS

- 5.1 This section of the report is used to highlight further specific statutory implications that are either not covered in the main body of the report or are required to be highlighted to ensure decision makers give them proper consideration. Examples of other implications may be:
- Best Value Implications,
 - Consultations,
 - Environmental (including air quality),
 - Risk Management,
 - Crime Reduction,
 - Safeguarding.
 - Data Protection / Privacy Impact Assessment.
- 5.2 The Council is required to consider the value for money implications of its decisions and to secure best value in the provision of all its services. It is important that, in considering the budget, Members satisfy themselves that resources are allocated in accordance with priorities and that best value is achieved.
- 5.3 The preparation of the MTFs takes account of the Council's obligations in relation to its Best Value duty. The budget proposals are based on securing best value within the context of continuing reductions in Council funding and service demand pressures.
- 5.4 The sustainable action for a greener environment implication of individual proposals in the budget are set out in the papers relating to those proposals.
- 5.5 Managing financial risk is of critical importance to the Council and maintaining financial health is essential for sustaining and improving service performance. Setting a balanced and realistic budget is a key element in this process. Specific budget risks will be reported to Cabinet as the budget process develops. The Council will maintain a range of budget provision (contingency) earmarked reserves for specific risks and general reserves for unforeseen events and risks.
- 5.6 The crime and disorder implications of individual proposals in the budget are set out in the papers relating to those proposals.

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

6 COMMENTS OF THE CHIEF FINANCIAL OFFICER (CFO)

- 6.1 As this Report is financial in nature, the comments of the Chief Financial Officer (s151 officer) are contained throughout. Section 25 of the Local Government Finance Act 2003 requires that when a local authority is agreeing its annual budget and council tax precept, the Chief Finance Officer must report on the robustness of the estimates made for the purposes of the calculations and that the Council has adequate reserves should risks materialise. The Section 25 statement will be in the budget report to Council in February 2024.
- 6.2 Despite significant financial pressures the Council has managed to put forward a balanced MTFs over the next three financial years. However, several risks to this position exists including persistent high levels of inflation and increasing costs including those from Adult Social Care providers.
- 6.3 It is, therefore, vital that the Council continues to robustly monitor its financial position and take action to reduce costs or generate additional income where required.
- 6.4 The government's Core Spending Power calculation makes assumptions about the level of growth in the Council Tax base and that authorities will increase Council Tax each year up to the referendum limit. The Council's decisions on this matter are therefore key to ensuring we maximise the amounts shown in the Core Spending Power calculation.

7. COMMENTS OF LEGAL SERVICES

- 7.1 The Council is required by section 151 of the Local Government Act 1972 to make arrangements for the proper administration of its financial affairs. The Council's Chief Finance Officer has established financial procedures to ensure the Council's proper financial administration. These include procedures for budgetary control of which this report forms part. It is consistent with these arrangements for Cabinet to receive information about the revenue and capital budgets from time to time and as set out in this report. It is also consistent to be continually reviewing the position on a rolling basis and setting strategic directions for the coming months.
- 7.2 The monitoring of budgets and financial information is also a significant contributor to meeting the Council's Best Value legal duty and therefore this report complies with that legal duty.
- 7.3 Schedule 1 of the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 mandates those Council duties that cannot be the responsibility of the Executive. The duty to make arrangements for the proper management of the Council's finances is one such duty. Therefore, at this stage the report makes recommendations that the Mayor proposes the

recommendations to full Council as part of the overall annual budget setting process.

Linked Reports, Appendices and Background Documents

Linked Report

- NONE

Appendices

- Appendix 1A Medium Term Financial Strategy Summary
- Appendix 1B Medium Term Financial Strategy Detail by Service Area
- Appendix 2 Core Spending Power
- Appendix 3A New Growth, Core Grants & Inflation Summary
- Appendix 3B New Growth Business Cases
- Appendix 4A New Savings & Unachievable Savings Summary
- Appendix 4B New Savings Business Cases
- Appendix 5 Reserves Policy
- Appendix 6 Projected Movement in Reserves
- Appendix 7A Housing Revenue Account (HRA) Budget Summary
- Appendix 7B HRA Growth and Savings Summary
- Appendix 7C HRA Growth Business Cases
- Appendix 7D HRA Savings Business Cases
- Appendix 8 Capital Programme 2023-27 Report
- Appendix 8A Capital Budget by Programme 2023-2027 - General Fund (GF)
- Appendix 8B Capital Budget Detail 2023- 27 - General Fund (GF)
- Appendix 8C Capital Growth and Reductions 2023-2027
- Appendix 8D Capital Budget by Programme 2023-27 - HRA
- Appendix 9 Overview of Governance Arrangements
- Appendix 10 Budget Consultation
- Appendix 11 Glossary of Terms – Local Government Finance

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

- NONE

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Medium Term Financial Strategy (MTFS) Summary 2024-27

Appendix 1A

	2024-25 £'000	2025-26 £'000	2026-27 £'000
Net Service Costs	487,880	468,472	458,106
Growth - New	19,158	(1,142)	4,742
Grants and Funding impact on services - New	(21,263)	(3,557)	644
Inflation - New	6,250	(60)	6,510
Savings - Unachievable	1,213	-	-
Savings - New	(33,808)	(5,607)	(3,997)
Total Funding Requirement	459,429	458,106	466,006
Core Grants:			
- Revenue Support Grant	(41,954)	(43,213)	(43,905)
- New Homes Bonus	(2,171)	(2,171)	(2,171)
- Services Grant	(710)	(710)	(710)
- Improved Better Care Fund	(16,810)	(16,810)	(16,810)
- Social Care Grant	(30,960)	(30,960)	(34,160)
- ASC Discharge Fund	(3,928)	-	-
- ASC Market Sustainability & Improvement Fund	(6,409)	(6,409)	(6,409)
- Public Health Grant	(39,099)	(40,272)	(40,916)
Core Grants	(142,042)	(140,546)	(145,082)
Business Rates	(172,744)	(174,347)	(162,631)
Council Tax	(138,168)	(148,609)	(160,316)
Total Funding	(452,954)	(463,502)	(468,028)
Budget Gap / (Surplus) before Reserves Adjustments	6,475	(5,396)	(2,023)
Reserves Adjustments:			
Previously Approved Drawdown from Reserves	(15,622)	(4,822)	-
Contribution to the Budget Risk Reserve	2,300	-	-
Revised Budget Gap / (Surplus)	(6,847)	(10,218)	(2,023)
Contribution to Mayor's Accelerated Delivery Fund	6,847	10,218	2,023
Contribution to Mayor's Accelerated Delivery Fund Over Life of MTFS			19,088
Assumptions:			
<ul style="list-style-type: none"> • Adult Social Care (ASC) precept increase of 2% allocated to help fund demographic pressures in Adult Social Care. • General Council Tax increase of 2.99% in each year. • Business Rates income - assumes reset to occur in 2026-27. • Core Grants allocations are based on the provisional Local Government Finance Settlement (LGFS) announced in December 2023. • Pay and contractual Inflation at Autumn Statement (Office of Budget Responsibility) figures – 3.0% for 2024-25; 1.6% for 2025-26 and 1.5% for 2026-27. 			

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Medium Term Financial Strategy (MTFS) Detail by Service Area 2024-27

Appendix 1B

	2023-24 <small>as at Period 9</small>					2024-25					2025-26					2026-27
	Savings		Growth			Savings		Growth			Savings		Growth			Total
	Total	Approved	New	Approved	New	Total	Approved	New	Approved	New	Total	Approved	New	Approved	New	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Funding Requirement																
Services																
Health and Adult Social Care	132,812	(365)	(9,183)	13,185	(2,270)	134,179	(373)	1,541	4,463	(3,891)	135,919	-	(179)	-	4,799	140,539
Public Health	37,683	-	-	1,511	(1,002)	38,192	-	-	802	371	39,365	-	-	-	644	40,009
Children's Services	90,794	(287)	(2,733)	5,256	725	93,755	(56)	1,566	(1,800)	2,350	95,815	-	-	-	-	95,815
Communities	52,700	(40)	(3,929)	(208)	9,130	57,653	(40)	(4,688)	-	(2,731)	50,194	-	(3,697)	-	1,342	47,839
Housing and Regeneration	43,958	430	(1,717)	343	1,713	44,727	-	350	(81)	(1,500)	43,496	-	-	-	(2,200)	41,296
Chief Executive's Office	18,306	(400)	(4,183)	(35)	1,477	15,165	(230)	(100)	(480)	-	14,355	-	(150)	-	(66)	14,139
Resources	48,386	(1,140)	(2,992)	(157)	1,852	45,949	(160)	(2,101)	35	702	44,425	-	-	-	867	45,292
Net Service Costs	424,640	(1,802)	(24,737)	19,895	11,625	429,620	(859)	(3,432)	2,939	(4,699)	423,569	-	(4,026)	-	5,386	424,930
Corporate Costs																
Inflation	(3,716)	-	-	10,000	6,250	12,534	-	-	6,900	(60)	19,374	-	-	-	6,510	25,884
Capital Charges	6,181	-	-	-	-	6,181	-	-	-	-	6,181	-	-	-	-	6,181
Levies	2,091	-	-	87	-	2,178	-	-	46	-	2,224	-	-	-	-	2,224
Contribution to Local Government Pension Scheme (LGPS) deficit	12,790	-	-	-	-	12,790	-	-	-	-	12,790	-	-	-	-	12,790
Corporate Contingency	3,100	-	-	-	-	3,100	-	-	-	-	3,100	-	-	-	-	3,100
Other Corporate Costs	395	-	(7,858)	14,219	(13,730)	(6,974)	(100)	(2,175)	117	-	(9,132)	-	29	-	-	(9,103)
Net Corporate Costs	20,841	-	(7,858)	24,306	(7,480)	29,809	(100)	(2,175)	7,063	(60)	34,537	-	29	-	6,510	41,076
Total Funding Requirement	445,481	(1,802)	(32,595)	44,201	4,145	459,429	(959)	(5,607)	10,002	(4,759)	458,106	-	(3,997)	-	11,896	466,006
Funding																
Core Grants																
Revenue Support Grant	(39,347)	-	1,180	(1,180)	(2,607)	(41,954)	-	1,216	(1,216)	(1,259)	(43,213)	-	-	-	(692)	(43,905)
New Homes Bonus	(3,890)	-	1,719	-	-	(2,171)	-	-	-	-	(2,171)	-	-	-	-	(2,171)
Services Grant	(4,510)	-	3,800	-	-	(710)	-	-	-	-	(710)	-	-	-	-	(710)
Improved Better Care Fund	(16,810)	-	-	-	-	(16,810)	-	-	-	-	(16,810)	-	-	-	-	(16,810)
Social Care Grant	(25,958)	-	11,900	(11,900)	(5,002)	(30,960)	-	-	-	-	(30,960)	-	-	-	(3,200)	(34,160)
ASC Discharge Fund	(2,357)	-	1,580	(1,580)	(1,571)	(3,928)	-	3,928	-	-	-	-	-	-	-	-
ASC Market Sustainability & Improvement Fund	(3,430)	-	2,570	(2,570)	(2,979)	(6,409)	-	-	-	-	(6,409)	-	-	-	-	(6,409)
Public Health Grant	(38,591)	-	1,511	(1,511)	(509)	(39,099)	-	802	(802)	(1,173)	(40,272)	-	-	-	(644)	(40,916)
Homelessness Prevention Grant	(6,010)	-	6,080	(70)	-	-	-	-	-	-	-	-	-	-	-	-
Rough Sleeping Initiative	(658)	-	658	-	-	-	-	-	-	-	-	-	-	-	-	-
Core Grants	(141,561)	-	30,997	(18,811)	(12,667)	(142,042)	-	5,946	(2,018)	(2,432)	(140,546)	-	-	-	(4,536)	(145,082)
Business Rates	(152,596)	4,626	(49,209)	-	24,435	(172,744)	18,800	-	(25,952)	5,549	(174,347)	-	51,209	-	(39,493)	(162,631)
Council Tax	(129,176)	1,097	3,563	(5,024)	(8,628)	(138,168)	-	3,660	(3,660)	(10,441)	(148,609)	-	-	-	(11,706)	(160,316)
Total Funding	(423,333)	5,723	(14,649)	(23,835)	3,140	(452,954)	18,800	9,606	(31,630)	(7,324)	(463,502)	-	51,209	-	(55,735)	(468,028)
Budget Gap / (Surplus) before Reserves		22,148				6,475					(5,396)				(2,023)	
Previously Approved Drawdown from Reserves		(22,148)				(15,622)					(4,822)				-	
Contribution to the Budget Risk Reserve		-				2,300					-				-	
Budget Gap / (Surplus) after Approved Reserves Drawdown		-				(6,847)					(10,218)				(2,023)	
Contribution to Mayor's Accelerated Delivery Fund		-				6,847					10,218				2,023	
Budget Gap / (Surplus) after Reserves		-				-					-				-	

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Illustrative Core Spending Power of Local Government:										
	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
	£ millions	£ millions	£ millions	£ millions	£ millions	£ millions	£ millions	£ millions	£ millions	£ millions
Settlement Funding Assessment	187.9	170.7	158.1	151.1	143.0	145.3	145.5	146.6	155.0	164.0
Compensation for under-indexing the business rates multiplier	1.5	1.5	1.6	2.5	3.6	4.5	5.8	11.4	19.7	22.0
Council tax requirement excluding parish precepts ^{1 2}	69.8	76.9	85.8	93.8	100.3	108.4	114.2	121.7	129.5	140.8
Improved Better Care Fund	0.0	0.0	8.7	11.9	14.9	16.3	16.3	16.8	16.8	16.8
New Homes Bonus	24.8	28.6	23.9	20.7	19.2	22.0	17.6	16.3	3.9	2.2
New Homes Bonus returned funding	0.3	0.2	0.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Rural Services Delivery Grant	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Transition Grant	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Adult Social Care Support Grant	0.0	0.0	1.5	0.9	0.0	0.0	0.0	0.0	0.0	0.0
Winter Pressures Grant ³	0.0	0.0	0.0	1.5	1.5	0.0	0.0	0.0	0.0	0.0
Social Care Support Grant	0.0	0.0	0.0	0.0	2.5	0.0	0.0	0.0	0.0	0.0
Social Care Grant ⁴	0.0	0.0	0.0	0.0	0.0	9.4	12.3	16.6	26.0	31.0
Market Sustainability and Fair Cost of Care Fund	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	0.0	0.0
ASC Market Sustainability and Improvement Fund ⁵	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	3.4	6.4
Lower Tier Services Grant	0.0	0.0	0.0	0.0	0.0	0.0	1.4	1.5	0.0	0.0
ASC Discharge Fund	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2.4	3.9
Services Grant ⁶	0.0	0.0	0.0	0.0	0.0	0.0	0.0	7.7	4.5	0.7
Grants rolled in ⁷	1.0	1.2	1.1	1.0	1.0	1.0	1.1	1.1	2.2	0.0
Funding Guarantee	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Core Spending Power	285.3	279.1	280.9	283.4	285.9	306.9	314.4	340.6	363.5	387.8
Change since 2015-16 (£ millions)										102.4
Change since 2015-16 (% change)										35.9%

¹ Council tax calculations for 2024-25 assume local authorities increase their Band D council tax in line with the maximum allowable level set out by the council tax referendum principles for 2024-25. That is: a 3% core principle; a 2% adult social care precept; the greater of 3% or £5 cash principle for shire districts; 3% plus a cash principle of £20 on Band D bills for the Greater London Authority; and a cash principle of £13 on Band D bills for the police element of the Greater London Authority.

² Council tax calculations for 2024-25 do not take into account the additional flexibilities granted by the Department to councils in extreme financial circumstances. These additional flexibilities are granted in very specific circumstances by the Secretary of State, where the scale of the issues facing the councils is exceptional.

³ From 2020-21, Winter Pressures Grant allocations were rolled into the Improved Better Care Fund, and no longer ringfenced for alleviating winter pressures.

⁴ From 2020-21, Social Care Support Grant allocations were rolled into the Social Care Grant.

⁵ From 2023-24, Market Sustainability and Fair Cost of Care Fund allocations were rolled into the ASC Market Sustainability and Improvement Fund.

⁶ The Services Grant allocation for the Isle of Wight council includes an additional £1 million that was allocated to the council for 2022-23, 2023-24 and 2024-25 in recognition of the unique circumstances facing the Isle of Wight and its physical separation from the mainland. This funding is reviewed each year as part of the local government finance settlement.

⁷ Grants rolled in includes the £115 million allocation of Fire Pension Grant for the years 2019-20 to 2023-24; Fire Pensions Grant allocations are included in Settlement Funding Assessment for 2024-25. Grants rolled in includes the £365 million allocation of Market Sustainability and Improvement Fund Workforce Fund for the year 2023-24; this is included in ASC Market Sustainability and Improvement Fund for 2024-25. Also included in this row are grants rolled in at previous settlements: the Family Annexe Council Tax Discount grant, Local Council Tax Support Administration Subsidy grant, the Independent Living Fund.

Please see the Core Spending Power Explanatory note for details of the assumptions underpinning the elements of Core Spending Power.
<https://www.gov.uk/government/collections/provisional-local-government-finance-settlement-england-2024-to-2025>

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

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New Growth, Core Grants and Inflation Summary

Appendix 3A

Title	Reference	Growth Type	Directorate	Service	2024-25 £'000	2025-26 £'000	2026-27 £'000	Total Ongoing £'000
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New Growth Proposals

Legal services - recruitment and retention of core legal team including market supplements	GRO / CEO 001 / 24-25	Budget Pressure	Chief Executive's Office	Legal and Monitoring Officer Services	100	-	-	100
Member Development Programme	GRO / CEO 002 / 24-25	Mayoral Priority	Chief Executive's Office	Democratic Services	45	-	-	45
Bengali Communications and Engagement team & General Engagement Officer	GRO / CEO 003 / 24-25	Mayoral Priority	Chief Executive's Office	Communications and Marketing	505	-	-	505
Love Tower Hamlets	GRO / CEO 004 / 24-25	Mayoral Priority	Chief Executive's Office	Communications and Marketing	300	-	(66)	234
Street Advertising Income Generation and Venue Marketing – Marketing Officer (Invest to Earn)	GRO / CEO 005 / 24-25	Mayoral Priority	Chief Executive's Office	Communications and Marketing	67	-	-	67
Somali Community Hub - Granby Hall	GRO / CEO 006 / 24-25	Mayoral Priority	Chief Executive's Office	Strategy, Policy and Intelligence (H&R), Corporate	60	-	-	60
Women's Resource Centre	GRO / CEO 007 / 24-25	Mayoral Priority	Chief Executive's Office	Corporate Strategy and Communities Team	400	-	-	400
SEN Transport	GRO / CHI 001 / 24-25	Unavoidable Growth	Children's Services	SEN Transport	1,121	-	-	1,121
SEND Improvements - SEN Service	GRO / CHI 002 / 24-25	Unavoidable Growth	Children's Services	SEN and Preparing for Adulthood	454	150	-	604
Accelerating Education - EMA / University Bursary Grant Funding / Education Awards	GRO / CHI 003 / 24-25	Mayoral Priority	Children's Services	Education	1,350	-	-	1,350
Universal Primary School Free School Meals Grant	GRO / CHI 004 / 24-25	Mayoral Priority	Children's Services	Education	(2,200)	2,200	-	-
Leisure Services Insourcing	GRO / COM 001 / 24-25	Mayoral Priority	Communities	Leisure	2,105	205	-	2,310
Coroner's Consortium	GRO / COM 002 / 24-25	Unavoidable Growth	Communities	Environmental Health and Trading Standards	250	-	-	250
Freedom Passes 2024-27	GRO / COM 003 / 24-25	Unavoidable Growth	Communities	Parking Services	1,527	2,064	1,342	4,933
Waste Operations	GRO / COM 004 / 24-25	Mayoral Priority	Communities	Waste Services	5,000	(5,000)	-	-
Free Swimming for Women and 55+ Male Seniors	GRO / COM 005 / 24-25	Mayoral Priority	Communities	Leisure	248	-	-	248
Temporary Accommodation (cost pressure above Housing Benefit subsidy)	GRO / HAR 001 / 24-25	Unavoidable Growth	Housing and Regeneration	Housing Options	4,500	-	-	4,500
Temporary Accommodation – increasing temporary accommodation rates to increase supply	GRO / HAR 002 / 24-25	Unavoidable Growth	Housing and Regeneration	Housing Options	3,450	(1,450)	(2,000)	-
Future of Building Control – Responding to Grenfell Part 2	GRO / HAR 003 / 24-25	Unavoidable Growth	Housing and Regeneration	Planning and Building Control	501	(50)	(200)	251
Care Technology Transformation	GRO / HAS 001 / 24-25	Invest to Save	Health and Adult Social Care	Adult Social Care & Integrated Commissioning	962	(449)	146	659
Adult Social Care Demographic Pressures and Inflation	GRO / HAS 002 / 24-25	Unavoidable Growth	Health and Adult Social Care	Adult Social Care	(2,381)	181	4,958	2,758
Culturally Sensitive Extra Care Housing Development	GRO / HAS 003 / 24-25	Mayoral Priority	Health and Adult Social Care	Adult Social Care	-	305	(305)	-
Domino hosting, licence, and contract renewal	GRO / RES 001 / 24-25	Unavoidable Growth	Resources	IT	136	(51)	-	85
Council Tax Cost of Living Relief Fund	GRO / RES 002 / 24-25	Mayoral Priority	Resources	Revenues and Benefits	658	753	867	2,278
TOTAL NEW GROWTH					19,158	(1,142)	4,742	22,758

Grants and Funding Impact on Services

Social Care Grant - reduction in funding assumptions	GRA / COP 001 / 24-25	Core Grant	Corporate	Corporate	(7,776)	-	-	(7,776)
ASC Discharge Fund - reduction in funding assumptions	GRA / COP 002 / 24-25	Core Grant	Health and Adult Social Care	Adult Social Care	(9)	(3,928)	-	(3,937)
ASC Market Sustainability & Improvement Fund - reduction in funding assumptions	GRA / COP 003 / 24-25	Core Grant	Health and Adult Social Care	Adult Social Care	(842)	-	-	(842)
Public Health - reduction in funding assumption in 24-25 and increase in future years	GRA / COP 004 / 24-25	Core Grant	Health and Adult Social Care	Public Health	(1,002)	371	644	13
Removal of Social Care Grant from Corporate Contingency	GRA / COP 005 / 24-25	Core Grant	Corporate	Corporate	(5,954)	-	-	(5,954)
Homelessness Prevention Grant - transfer of grant to the service	GRA / HAR 001 / 24-25	Core Grant	Housing and Regeneration	Homelessness	(6,080)	-	-	(6,080)
Rough Sleeping Initiative - transfer of grant to the service	GRA / HAR 002 / 24-25	Core Grant	Housing and Regeneration	Homelessness	(658)	-	-	(658)
Offset savings that have increased Council Tax income to avoid double count	GRA / RES 001 / 24-25	Funding	Resources	Resources	1,058	-	-	1,058
TOTAL GRANTS AND FUNDING IMPACT ON SERVICES					(21,263)	(3,557)	644	(24,176)

Inflation

Pay Inflation	INF / COP 001 / 24-25	Pay Inflation	Corporate	Corporate	7,340	230	3,840	11,410
Contractual Inflation	INF / COP 002 / 24-25	Non-Pay Inflation	Corporate	Corporate	(1,090)	(290)	2,670	1,290
TOTAL INFLATION					6,250	(60)	6,510	12,700

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GROWTH PROPOSAL

Proposal Title:	Legal services - recruitment and retention of core legal team including market supplements		
Reference:	GRO / CEO 001 / 24-25	Growth Type:	Budget Pressure
Directorate:	Chief Executive's Office	Growth Service Area:	Central services
Directorate Service:	Legal and Monitoring Officer Services	Strategic Priority:	8. A council that listens and works for everyone
Lead Officer and Post:	Janet Fasan, Director of Legal and Monitoring Officer	Lead Member and Portfolio:	Cllr Saied Ahmed, Cabinet Member for Resources and the Cost of Living

Financial Impact:	Current 2023-24	Growth 2024-25	Growth 2025-26	Growth 2026-27	Total Growth
Budget (£000)	3,390	100	-	-	100

Staffing Impact (if applicable):	Current 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	FTE Increase 2026-27	Total FTE Increase
Employees (FTE) or state N/A	53	-	-	-	-

Proposal Summary:

Legal services - recruitment and retention of core legal team including market supplements.

A review of the hard to recruit posts has highlighted the need to incorporate a market supplement to improve the uptake of applicants recruited to permanent posts. This will reduce the reliance on interim/agency cover and therefore reducing the substantial agency costs that is currently being experienced by the service.

Budgeted Outcomes / Accountability (focus on improved performance):

Increasing permanent staff in posts will enable better service delivery as there will be a reduction in staff turnover which has a negative impact on the delivery of the service. Also, the costs of agency and interims will be reduced and enable the service to maintain spend within budget.

Risks and Implications:

A risk could be that the market supplement/increased salary does not attract suitable candidates to the roles.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:

GROWTH PROPOSAL

Proposal Title:	Member Development Programme		
Reference:	GRO / CEO 002 / 24-25	Growth Type:	Mayoral Priority
Directorate:	Chief Executive's Office	Growth Service Area:	Central services
Directorate Service:	Democratic Services	Strategic Priority:	5. Investing in public services
Lead Officer and Post:	Matthew Mannion, Head of Democratic Services	Lead Member and Portfolio:	Mayor Lutfur Rahman, Executive Mayor

Financial Impact:	Current Budget 2023-24	Growth 2024-25	Growth 2025-26	Growth 2026-27	Total Growth
Budget (£000)	15	45	-	-	45

Staffing Impact (if applicable):	Current 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	FTE Increase 2026-27	Total FTE Increase
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

Achieving the LGA Member Learning and Development Charter Mark and transforming the Council's Member Development Programme.

As Lord Gary Porter, Chair of the LGA says:

"The environment in which we work is ever changing and if we're to continue to meet our residents' expectations we've got to keep pace with it. That means recognising that the role of the councillor is different to what it was five, 10, even 20 years ago. We're wardens of places, leaders who represent the interest of our residents, protectors who mitigate the impact of funding constraints, facilitators who help partners and communities work together and develop new possibilities for their local areas.

Our roles are being redefined and we need to make sure we have the skills and expertise to continue delivering for our communities. The Member Development Charter and Charter Plus has provided councils with a robust framework and has encouraged member development across the sector.The charter ... make[s] sure we're capturing current and future challenges so that councillors are able to shape debate whilst continuing to fulfil their role as the community representatives.

I would strongly encourage local areas to adopt the Member Development Charter and Charter Plus as a guide and a benchmark as part of your improvement journey. Every profession has continuing professional development at the heart of their improvement and so should we. The Member Development Charter and Charter Plus supports this continuing professional development for councillors by being a contract between the council and its councillors that commits to invest in councillors' growth and development."

Commentary:

The Council has always operated a standard Member Learning and Development Programme covering key statutory and other requirements for Members. Development training has also been offered on skills and professional development but usually on an ad-hoc, general, basis. The training programme is seen as having met the goals that were set for it but that these were generic rather than Member specific.

The proposal is to transform the nature of the Programme turning it into a support tool that is geared to the individual needs of all our Members. This recognises that the programme should not just be about core statutory requirements for training but should also encompass all the skills that Members need to best undertake their roles and that development of these skills is very much down to the individual and their needs.

Skills and personal development is an area that is expected to require significant support from external trainers as Council officers are unlikely to have the relevant qualifications to run such training. The training is also likely to be on a 121 or small group basis depending on the issue. In addition, for statutory and similar training, the council will look to make sure of external organisations where this is useful/appropriate to the training to be delivered.

Budget:

The proposal is that at the core of the new Programme each Member should be able to call upon at least £1k each per year for their own personal development (with additional allowance potentially available for role specific training).

A general budget would also be retained to allow the provision of external trainers for statutory and other 'All Member' training and for general training programme expenses.

Historically there was a budget of £10k which officers had agreed to increase by £5k through internal virements within the Member Budget. However, this year the total spend is currently expected to be closer to £25k-£30k and that is without the proposed new individual training budgets (although it does include some training which would be covered by that plan).

The proposal at this stage is therefore to increase the budget to £60k with which to cover the likely take-up of the individual member training budgets and to allow a significant additional sum for group/all member training as required.

In future the new Member Learning and Development Group will monitor use of the Training Budget and related issues and could request that officers seek further budget increases if that proved necessary (or budget reductions).

Member Learning and Development is managed by Democratic Services within the Member Support Team. At this stage there are no proposals to increase the number of staff posts as it is planned that this increased support will be managed within existing resources.

Budgeted Outcomes / Accountability (focus on improved performance):

The aim of the improved programme is to increase the capacity of all Members so that they can fully undertake the wide variety of roles that they have to take on.

Effective Members increase the general effectiveness of the Council but also of its partner bodies and other local organisations where our Members play a formal role.

Risks and Implications:

Where Members are not training/able to undertake their roles effectively there are significant risks both to the Council and also to its partners. For example, Members are expected to take major strategy and policy decisions, sit on boards of outside organisations, scrutinise and audit the Council's work, support and represent local residents and businesses amongst many other roles. This requires a wide range of different skills and training to support these roles.

Value for Money and Efficiency:

Accreditation to the LGA Charter Mark will provide a guarantor that the Council's programme is of a good quality. The Member Learning and Development Group will be able to monitor training provision and costs to ensure that they are appropriate and of a good value to the Council.

Members will be required to complete personal development plans or similar to demonstrate a need for any particular training.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

GROWTH PROPOSAL

Proposal Title:	Bengali Communications and Engagement Team & General Engagement Officer		
Reference:	GRO / CEO 003 / 24-25	Growth Type:	Mayoral Priority
Directorate:	Chief Executive's Office	Growth Service Area:	Central services
Directorate Service:	Communications Service	Strategic Priority:	8. A council that listens and works for everyone
Lead Officer and Post:	Andreas Christophorou, Director of Communications and Marketing	Lead Member and Portfolio:	Mayor Lutfur Rahman, Executive Mayor

Financial Impact:	Current Budget 2023-24	Growth 2024-25	Growth 2025-26	Growth 2026-27	Total Growth
Budget (£000)	N/A	505	-	-	505
Staffing Impact (if applicable):	Current 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	FTE Increase 2026-27	Total FTE Increase
Employees (FTE) or state N/A	N/A	4	-	-	4

Proposal Summary:

1. A Bengali focused Communications and Engagement Team – one Communications and Engagement uplift and three Communications and Engagement Officers

The first part (A) is for three (Bengali-focused Communications and engagement Officers). They would work with our existing BME Communications Officer – who would require an uplift to become Manager of the team – to create a Bengali-focused communications and engagement unit in the Communications Service.

2. One Engagement Officer focused on other residents and uplift of existing post in team to become Head of Engagement and Consultation

The second part (B) is to create one more role which will make a borough focused consultation and engagement team adding to part A. This would be managed by an existing member of the Communications Service who would require an uplift in pay to create a Head of Engagement and Consultation.

Altogether the two areas come to a growth bid of £505k

Promotional budget = £165k per year

3 FTEs (Grade L) = £225k total (inc. on-costs)

1 uplift – Bengali Communications and Engagement manager (grade L) = £20k

1 uplift Head of engagement = £20k

1 FTE (Grade L) – non-Bengali engagement officer £75k (inc. on-costs)

Rationale

Tower Hamlets has the UK's largest Bangladeshi population. While this is a tremendous asset, it provides a challenge for the council to reach much of that population. There can be issues of language and cultural issues that prevent residents from engaging with the council and its communications.

We need to do more to solve this issue, so everyone feels included. In turn, by encouraging more people to interact with the council and its services, and those of partner organisations, we will be able to improve more lives in our borough at a faster rate.

There are a few ways we can achieve this through this growth bid:

1. Greater focus on Bengali media:

We understand the power of the Bengali media to reach the Bengali and BME communities and particularly those who do not speak English as a first language. These roles will mean greater work with the Bengali and BME media – both in terms of creating stories and content such as film for them, but also to advertise campaigns and key information in the Bengali and BME media and the Council's own extensive media, communications, and marketing channels.

3 positions/FTEs, all with overarching focus on engagement. However, engagement is broken into 3 specialisms: 1, Digital Media, 2, TV and Video News Story, 3) Content writing, translating and productions

Of the three new Bengali-focused FTEs, 1 will be full-time (Digital Media) and the remaining two will be split into 4 part-time positions.

2 part-time and 1 full-time position will be formally seconded to the Mayor's Office, with oversight in conjunction with the formal line manager.

In addition, all positions are to be line managed by the formal line manager in conjunction with the Mayor's BME media advisor.

2. Engagement on the ground – to complement our Communications

For at least the last 8 years, the council has not had a centralised engagement team that can talk to residents face to face, build trust, work with diverse communities and cocreate communications and projects that will resonate with those communities.

We have suffered as a result with continued drops in sentiment by residents in areas such as feelings of trust, involvement, listening, informed and satisfaction. Factors that are influenced by whether people feel the council involves them, is accessible and working for them. Often people only understand the council if they are able to interact with the council on a personal level. That is what engagement provides.

For example:

Trust in 2017 was 79%, in 2023 it is 65%

Feeling involved in 2017 was 58%, in 2023 it is 42%

Listens to residents in 2017 was 68%, in 2023 it is 48%

Satisfaction in 2017 was 72%, in 2023 it is 63%

Feeling informed in 2017 was 68%, in 2023 it is 57%

Most local authorities of our stature and complexity have a Consultation and Engagement Unit. Communications and engagement are two sides of the same coin. Communications is broadcast by its nature but can be improved through feedback from face to face engagement – for example the best communication messages and approaches can differ depending on demographics such as ethnicity.

Likewise engagement (face to face) is crucial to building trust and reaching seldom heard parts of the community, but those doing engagement need the right communication materials to support them in their engagement.

The Communications Service does consultations working with services and Strategy through our Let's Talk Tower Hamlets Consultation Hub – but it is online only, so on the ground engagement would support more of our residents to have their voice heard and help shape the borough through consultation, as well as being able to use and shape our services better.

Case study: Covid

A good example of this working is during the pandemic when the Government gave funding to the council via Public Health for on the ground engagement team to help with issues such as social distancing and uptake of the vaccine in diverse communities.

Communications and the engagement team worked together effectively to share intelligence, support each other with materials and information that would be well received by different communities. As a result, we moved from certain ethnic groups such as Bangladeshi having low vaccination rates, to being an example to other local authorities of best practice in increasing vaccination rates in different communities.

The engagement team was only temporary and closed when the pandemic stopped and funding ran out from central government.

Responsibilities:**Part A: A Bengali focused Communications and Engagement Team – one Communications and Engagement Manager and two Communications and Engagement Officers**

The roles would:

- include greater interaction with the Bengali and BME media
- placing advertising in the Bengali and BME media for council campaigns
- securing advertising from Bengali community for Our East End
- working on the place promotion of areas including Brick Lane
- to establish champions in the community that can advocate and disseminate information for the council.
- engagement – both physically and virtual – of the Bengali community for campaigns, consultations and general engagement in the council.
- help increase levels of trust, informed, feeling involved and feeling of being able to influence decisions in the borough – all of which have consistently dropped since 2017.
- Encourage the Bengali community to interact with the council to cocreate campaigns, be advocates for the services and behaviour change to improve lives, and given seldom heard groups the opportunity to shape our services and our borough through consultation participation.
- Help create a network of institutions and community groups – from faith organisations to residents associations that we can use, alongside our Love Tower Hamlets Champions, as advocates and provide the council with a much needed centralised Stakeholder Database that we have to hand not only for proactive campaigns, but also in times of crisis.

Part B: One engagement Officer focused on non-Bengali residents and uplift of existing post in team to become Head of Engagement and Consultation

The roles would:

- include greater two way interaction with our residents
- Encourage residents to interact with the council to cocreate campaigns, be advocates for the services and behaviour change to improve lives, and given seldom heard groups the opportunity to shape our services and our borough through consultation participation.
- securing advertising from community organisations for Our East End
- promote and encourage residents to feel civic pride and have greater cohesion through the TH_IS Community – place campaign. We have so far struggled to get community buy in as we did not have engagement officers to work with residents associations, community groups and partners to use it.
- to establish champions in the community that can advocate and disseminate information for the council.
- engagement – both physically and virtual –for campaigns, consultations and general engagement in the council.
- help increase levels of trust, informed, feeling involved and feeling of being able to influence decisions in the borough – all of which have consistently dropped since 2017.
- Help create a network of institutions and community groups – from faith institutions to residents associations that we can use as advocates and provide the council with a much needed centralised Stakeholder Database that we have to hand not only for proactive campaigns, but also in times of crisis.

Budgeted Outcomes / Accountability (focus on improved performance):

A council that works and listens to everyone (Communication and Engagement)

Risks and Implications:

The risk of not doing this is to continue to be out of touch with our residents, creating issues such as:

- Failure to deliver priority 8 of the Strategy Plan – a council that works and listens to everyone
- Failure to deliver priority 2 of our Corporate Communications Strategy – expanding from broadcast to two way communication
- Lack of opportunities for residents to shape services and the borough through consultation and cocreation
- Lack of understanding what the council does
- Lack of civic pride which is important to the environment and cohesion in our borough
- Lack of trust
- Lack of feelings of involvement
- Lack of feelings of being able to influence
- Lack of satisfaction in the council
- Resident not being able to access services that will improve their lives
- Isolation of residents such as parts of our Bengali or Somali communities

Value for Money and Efficiency:

The team would be able to save the council money currently spent by some services for third parties to do engagement. It would also help the council to save money by having more effective communications and engagement that reach target audiences, making our services more effective, and making behaviour change more effective – whether health, clean streets or ASB – which would save the council money in other areas due to better outcomes. We would merge into our existing Digital Content Team that covers consultation and also bring our current Communications Officer – Bengali into the team.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	Yes	New JDs and amendment to two existing JDs
Summary:		Additional Information and Comments:
To be completed at the end of completing the Screening Tool.		
Based on the Screening Tool, will a full EA be required?	Yes	

GROWTH PROPOSAL

Proposal Title:	Love Tower Hamlets		
Reference:	GRO / CEO 004 / 24-25	Growth Type:	Mayoral Priority
Directorate:	Chief Executive's Office	Growth Service Area:	Central services
Directorate Service:	Communications Service	Strategic Priority:	8. A council that listens and works for everyone
Lead Officer and Post:	Andreas Christophorou, Director of Communications and Marketing	Lead Member and Portfolio:	Mayor Lutfur Rahman, Executive Mayor

Financial Impact:	Current Budget 2023-24	Growth 2024-25	Growth 2025-26	Growth 2026-27	Total Growth
Budget (£000)	N/A	300	-	(66)	234

Staffing Impact (if applicable):	Current 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	FTE Increase 2026-27	Total FTE Increase
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

Overall Vision and mission:

Tower Hamlets offers the best of London in one borough.
 It is the beating heart of the East End that epitomises the capital's past and its future.
 Diversity has always been our strength.
 We are one of the most popular places to live, work, study and visit.
 Tower Hamlets has a unique mix of old and new, combined with award winning parks, international cultural destinations, world class learning institutions and entrepreneurship with one of the UK's largest economies.
 We mix London's youngest population with a borough draped in history.
 Whether you are in Wapping, Isle of Dogs, Spitalfields, Mile End, Bethnal Green, Canary Wharf, St Katharine Dock, Stepney, East India, Whitechapel or Poplar, every area is a cornerstone of London's history.

This is a bid is for £834k over three years to work with our residents, businesses, partners and other stakeholders to:

- Promote civic pride among residents with champions in areas including cost of living, housing, jobs, skills, young people and education, older people, clean streets/recycling, culture, history, community safety and opportunity.
- Promote the past, present, and future of Tower Hamlets via direct engagement with residents drawn from diverse backgrounds
- Elevate 'people' alongside 'place' as a visible element in our wider campaigns and communications
- **Bring the Council more directly into Tower Hamlets' diverse communities, promoting community cohesion, inclusivity, tolerance and celebrating our communities and bringing them together
- Promote the borough as a place for tourism, and retain tourists in the borough to visit other Tower Hamlets venues during a day out.
- Promote our people (residents and businesses) to build civic pride, with a focus on residents who have achieved something outstanding and/or are leaders in their communities
- Promote the borough as a great place to work and study
- Help to attract new business opportunities and talent, including increased footfall for our existing small businesses and markets.
- Encourage local businesses to become Council suppliers.

To enhance the borough's image by telling stories about what is special in Tower Hamlets – from a resident to a community group, and from a local business to a multinational.

Elements will include:

1. Creating a comprehensive champions programme to formally recognise individual members of the community in areas such as cost of living, housing, jobs, skills, young people, older people, clean streets/recycling, culture, history, community and opportunity.
2. Branding and merchandise for residents, businesses and partners, including at community events.
3. Branding for themed Love Tower Hamlets champions to complement TH_IS place campaign.
4. Themed events in Tower Hamlets where the community is invited to discuss issues to improve the borough.
5. Annual Community Awards process and event to celebrate people and organisations that contribute to the borough
6. Marketing promotion/advertising of the borough as a place to invest in the trade sector.
7. Utilisation of every available promotional channel and/or medium at the Council's disposal to promote
8. Marketing promotion/advertising to domestic and international tourists through advertising, influencers and media (including local BME media), and working with partners including Airports, Rail Stations and the Underground.
9. Celebrate our history through the roll out of blue plaques marking where famous people lived or worked (currently on 8% of blue plaques in the UK are for people from BAME backgrounds).
10. Promotional films of the borough – the place and the people
11. Bringing together organisations and institutions under themes of history to promote Tower Hamlets, including (Tower of London, Young V&A, Museum of London Docklands), culture (All Points East/AEG, The Troxy, Rich Mix etc), Community (community groups, charities such as Felix Project) and opportunity (businesses, Canary Wharf Group, East London Business Association, Queen Mary University of London, other Universities/Colleges) and faith groups.

Budgeted Outcomes / Accountability (focus on improved performance):

A council that works and listens to everyone
Boost Culture, Business, Jobs and Leisure

Risks and Implications:

The risk of not doing this is:

- Not realising our potential for domestic and international tourism and associated opportunities in Tower Hamlets
- Lack of civic pride which will cost the council money in the long run – for example residents not advocating clean streets, or community safety
- Less community cohesion leading to issues including polarisation of communities and community safety/tension.
- Less people involved in the council and making the borough a better place
- Less inward investment and development in Tower Hamlets which provide new homes, training, jobs, supply chain opportunities as well as local spend.
- Greater involvement of diverse community groups in the borough

Value for Money and Efficiency:

The project will help attract investment into the borough including tourism, inward investment, development, jobs, skills, supply chain opportunities and local economy spend. It will also help to reduce some financial burdens on the council if the public take greater civic pride in looking after their borough.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

GROWTH PROPOSAL

Proposal Title:	Street Advertising Income Generation and Venue Marketing – Marketing Officer (Invest to Earn)		
Reference:	GRO / CEO 005 / 24-25	Growth Type:	Mayoral Priority
Directorate:	Chief Executive's Office	Growth Service Area:	Central services
Directorate Service:	Communications Service	Strategic Priority:	5. Investing in public services
Lead Officer and Post:	Andreas Christophorou, Director of Communications and Marketing	Lead Member and Portfolio:	Mayor Lutfur Rahman, Executive Mayor

Financial Impact:	Current Budget 2023-24	Growth 2024-25	Growth 2025-26	Growth 2026-27	Total Growth
Budget (£000)	N/A	67	-	-	67

Staffing Impact (if applicable):	Current 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	FTE Increase 2026-27	Total FTE Increase
Employees (FTE) or state N/A	-	1	-	-	1

Proposal Summary:

This is a proposal for a Marketing Officer to support income generation through street advertising and some marketing for services to help them generate more income.

This role is an invest to save so the Communications Service can reach the target of generating £300,000 a year in advertising revenue over 24/25, 25/26 and 26/27.

The Communications Service currently does not have any staff to work on street advertising. Our two marketing officers work on publications, leaflets and other collateral and are at full capacity delivering around 150 projects a quarter. They do bring in some advertising revenue from Our East End too.

The Communications Service however does have knowledge of the street advertising market having got involved a few years ago because contracts were being mismanaged in the Place directorate and advertisers were contacting Communications because no one from the council was maintaining a relationship with them. As a result, some contracts expired before without any replacement agreements could be finalised or put back out to the commercial market.

The Design and Marketing Team picked up extra work to help find the contracts and build relationships with the advertisers, and then Place decided to pick up the work again.

The Design and Marketing Team did let out a street advertising contract for six sheets in 2019 which generates £90,000 a year which currently goes to Public Realm (the Place Directorate). So the team has delivered above and beyond, but does not have the research to take this work forward as this resource formerly sat in the Place directorate.

Now the Chief Executive and the Mayor have given responsibility for street advertising to Communications Service and this is part of the Overall Income Generation Working Group work being overseen by Raj Mistry. One of the actions from that group is for Communications to set up a Street Advertising Working Group to look at new opportunities.

The Marketing Officer is needed to pick up the work to find and secure new street advertising opportunities, and can also help with the process of setting up infrastructure and relationships such as the Street Advertising Working Group.

As the council continues to move into more commercialisation it is going to need more marketing support on top of this to marketing venues and to market services such as pest control and commercial waste, so this role is a prelude to a bigger team and a restructure in 2024 of the Design and Marketing Team to support the council's aspirations for income generation.

If the Marketing Officer has capacity they can also support with:

- **Better uptake of our venues:** The Communication's Service Design and Marketing Team will need to work with the venues such as St George's Hall to market their venues. This will include traditional marketing such as publications and fares, and also digital marketing such as programmatic advertising which can target people in geographic areas and based on their interest and searches on the intranet and social media.
- **Commercialisation of services:** The Communications Service Design and Marketing Team and its Digital Team will need to support the commercialisation of services. For example, when Commercial Waste or Pest Control is ready to market, they will need a microsite and webforms for advertising, bookings and transactions, and they will need marketing support – particularly digital marketing such as programmatic advertising and advertising to businesses. The same will be needed for other services and venues.

This means we must invest in and restructure the Communications Service. However, in the interim, we need a Marketing Officer to take forward the street advertising work and they can also start to pick up some of the other commercial work being taken forward by Raj Mistry and Andreas Christophorou.

We believe there could be in the region of £300,000 that can be generated in street advertising, and hundreds of thousands more in supporting our venues and services to be commercial and market them. So this is an invest to earn proposal.

This role will:

- Find new street advertising opportunities
- Work with advertisers
- Work with planning, highways, legal and procurement to ensure that planning permission can be granted and the process fast-tracked to bring income into the council's coffers.
- Begin working on wider commercial opportunities that are ready such as our venues (starting with the most lucrative, for example Weddings), and expand to wider work, capacity permitting, when some services are ready to go commercialise such as Commercial Waste.

Note: As commercialisation of services increases, more than one Marketing Officer will be required and this should be reviewed ahead of a Communications Service restructure in 2025.

Budgeted Outcomes / Accountability (focus on improved performance):

A council that works and listens to everyone (Communication and Engagement)
 Boost Culture, Business, Jobs and Leisure / Invest in public services (Marketing/Income Generation/Commercialisation)

Risks and Implications:

We will not achieve our income generation targets

Value for Money and Efficiency:

This role will not only generate income from street advertising but will support services such as our venues to advertise themselves to generate more custom and more income – for example our profitable Registrars Service. If there is capacity, the person can also start supporting some of the commercialisation of services work such as advertising for commercial waste.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

GROWTH PROPOSAL

Proposal Title:	Somali Community Hub - Granby Hall		
Reference:	GRO / CEO 006 / 24-25	Growth Type:	Mayoral Priority
Directorate:	Chief Executive's Office	Growth Service Area:	Central services
Directorate Service:	Strategy, Policy and Intelligence (H&R) Corporate Strategy and Communities (CEO)	Strategic Priority:	6. Empowering communities and fighting crime
Lead Officer and Post:	Afazul Hoque, Head of Corporate Strategy & Communities	Lead Member and Portfolio:	Mayor Lutfur Rahman, Executive Mayor

Financial Impact:	Current Budget 2023-24	Growth 2024-25	Growth 2025-26	Growth 2026-27	Total Growth
Budget (£000)	0	60	-	-	60

Staffing Impact (if applicable):	Current 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	FTE Increase 2026-27	Total FTE Increase
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

The proposal is to establish and support the development of a community hub that focusses on the needs of the Somali community in Tower Hamlets, managed, through a service agreement, by a suitably competent and experienced Somali led not-for-profit organisation.

A designated community hub focussed on services and activities for and delivered by the Somali community has been identified as a Mayoral priority and is included in the council's Strategic Plan 2022-26 under priority 6 – Empower communities and fight crime. This includes the following action:

- Support a dedicated resource centre for the Somali community, which is underrepresented in employment and local institutions, run by community members and open to the public.

Granby Hall has been used by Somali community groups for many years and currently the majority of regular users are from that community. Previously designated as a community hub and renovated by the council in 2019, Granby Hall has been identified as the most appropriate premises to become the Somali led Community Hub.

Since our 2011 census analysis [Somali Census report](#) and our work with the Somali community through the Somali Task Force and Somali Working Group we know that the Somali community in Tower Hamlets has significant disadvantages compared with the wider population in health, employment and educational achievement. Overall, one quarter of Somali households are deprived on at least three out of four different dimensions of deprivation - housing, health, education and employment - compared with 10 per cent of households generally. A dedicated community hub focussing on services for the Somali community will not only provide a venue for the community to organise its own activities but will also provide an opportunity for statutory providers to deliver bespoke services.

The project will deliver a physical focus for activities and services organised for and by the Somali community in Tower Hamlets. The Somali Community Hub should be able to demonstrate,

1. Strong community links – Somali residents are able to influence its operation and decision-making processes;
2. An animating presence – new activities and services are encouraged including providing space and support to smaller groups;
3. Meeting local needs – social, economic, and environmental benefits are delivered through the hub;
4. Embracing diversity – working to improve community cohesion and reduce inequalities;
5. Good governance – transparent and accountable processes, with adequate monitoring, evaluation and financial management systems;
6. Good premises management – sustainably, legally, and safely managed premises supporting the delivery of services.

Benefits to residents – providing a designated hub will provide Somali residents with a focus for community based activity and the opportunity to provide a holistic range of services to meet the needs of the community. Initial discussions have indicated that Somali groups currently based at Granby would want to continue to offer the facilities at Granby Hall to other local community groups and residents of the surrounding area. This would provide the opportunity to develop activities to promote community cohesion. There is capacity at Granby Hall to provide facilities for locally based community groups and residents as well as providing additional services specifically targeting the Somali community.

Benefits to residents are embedded in the high level deliverables and will be assessed through the outcomes framework and KPIs incorporated into the service agreement with the proposed management group.

Budgeted Outcomes / Accountability (focus on improved performance):

The proposal directly meets a key action in the council's strategic plan to, 'Support a dedicated resource centre for the Somali community, which is underrepresented in employment and local institutions, run by community members and open to the public'

The service agreement will include an outcomes framework and KPIs to ensure the commissioned management organisation demonstrates,

- Higher levels of use of the premises
- Strong community links
- An animating presence
- Meeting local needs
- Embracing diversity, working to improve community cohesion and reduce inequalities
- Good governance through open and accountable processes
- Good premises management

Value for Money and Efficiency:

Granby Hall is currently managed by the council as a venue for hire. The current costs of running the centre may be utilised as 'seed money' to support the new Hub in the first years of operation. Some additional resource will be needed to provide a management fee if the council commissions a management organisation. After this period, the council may reduce its financial support.

In the longer term, if the premises are leased to a Somali led consortium, there may be potential savings of up to £40k per annum as the hub becomes more self sufficient.

In the project budget below, it is assumed that the new management organisation will take responsibility for business rates, energy and utilities, soft services such as cleaning, security and waste disposal, and staffing. The council will retain responsibility for statutory testing, repairs and maintenance and other hard services.

As far as possible, the budget is based on the average of three years' costs from 2020/21 to 22/23. The council is expecting higher usage under the new arrangements, but it will be for the management organisation to balance additional costs against additional income. There is no budget transfer in relation to hard services as the council will retain responsibility for these services.

The balance required to fund the project, including the management fee, is the growth requirement.

	£s	£s	Comment
Business rates	0		100% NNDR relief assumed
Energy and utilities	12,000		Currently a cost to council - responsibility passed to managing organisation
Soft services	14,000		Currently a cost to council - responsibility passed to managing organisation
Hard services	0		Retained by the council
Sub-total running costs	26,000	26,000	
Management fee	50,000	50,000	Payment to contractor to include staff presence on site
Hire charges (income)	-16,000	-16,000	Estimated retained income
Growth requirement		60,000	

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

GROWTH PROPOSAL

Proposal Title:	Women's Resource Centre		
Reference:	GRO / CEO 007 / 24-25	Growth Type:	Mayoral Priority
Directorate:	Chief Executive's Office	Growth Service Area:	Central services
Directorate Service:	Corporate Strategy and Communities Team	Strategic Priority:	6. Empowering communities and fighting crime
Lead Officer and Post:	Afazul Hoque, Head of Corporate Strategy and Communities	Lead Member and Portfolio:	Cllr Suluk Ahmed , Cabinet Member for Equalities and Social Inclusion

Financial Impact:	Current Budget 2023-24	Growth 2024-25	Growth 2025-26	Growth 2026-27	Total Growth
Budget (£000)	N/A	400	-	-	400

Staffing Impact (if applicable):	Current 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	FTE Increase 2026-27	Total FTE Increase
Employees (FTE)	0	1	-	-	1

Proposal Summary:

What is the proposal and its objectives?

This proposed project sets out to establish a Women's Resource Centre. It is a strategic priority in the current corporate plan. The objectives are to provide a safe space for learning and development for women as part of addressing the challenges around equitable opportunities for marginalised women. This proposal includes on-going costs with the PFI costs associated with identified site.

What will the proposal deliver?

In addition to the learning and development courses that will be delivered from site, the centre will also provide a vital advice base for VAWG issues, as well as having a creche on site to support childcare needs for women wanting to access services at the centre.

What is the motivation and reason for the proposal? Any changes in legislation etc.

The project aims to provide a dedicated resource centre to enable opportunities for the development of all marginalised women, especially Bangladeshi women. Local data suggests Bangladeshi women continue to be marginalised and face economic, health, social and gender inequalities disproportionately. Despite efforts to address the gaps in opportunities for Bangladeshi and other ethnic women, the issue remains prevalent as the disadvantages they experience are not based on a level playing field compared to their counterparts, which is why it has been recognised as a priority in the council's corporate plan.

Why is this desirable?

The centre will provide women the opportunity to seek support in a centre carefully designed to meet their needs. It will be an exclusive centre for women, with their childcare needs addressed. The proposed centre is based in a gated location between Osmani School and Osmani Trust, set within a mile of the former Jagonari Women's Education and Resource Centre.

Evidence any numbers and cost drivers.

We anticipate by establishing this centre, we would facilitate the needs of local women to seek development and employment opportunities, especially economically in-active women who might have language or skills barriers preventing them from seeking employment. This would impact the wider cost-saving implications for the local authority with an improved household income. It would alleviate the challenges of the cost-of-living crisis.

- 72.9% of people aged 16-64 are economically active in Tower Hamlets. The rate is considerably higher for males (80.2%) than females (65%). Source: ONS, 2021
- Percentage of children in relative low-income families, aged 0-15 years (DWP; Children in low income families, local area statistics) Tower Hamlets 25.3% (2021) Comparator 16.6% London (2021)

Budgeted Outcomes / Accountability (focus on improved performance):

How does this proposal contribute to achieving the strategic priorities of the Council?

This project directly impacts the following strategic priorities:

- Tackling the cost of Living – supporting women to access learning and employment support
- Accelerating Education – supporting women with gaining accredited qualifications
- Boost culture, business, jobs and leisure – the centre will be a tangible outcome for the borough and will deliver a culturally sensitive resource centre
- Investment in Public Services – it will be an investment in a community asset, for the benefit of residents
- Empowering Communities and Fighting Crime – the site will have VAWG advice provisions on site and will impact reporting of crime and support through the process

What are the expected improvements in service delivery & performance? Provide performance information data.

At present, the Idea Stores have a learning programme of Lifelong Learning and Skills for Life courses, we will extend these courses in the women's resource centre so that they can be delivered in a safe space, where women feel comfortable to participate. There are some cultural nuances, including childcare restrictions which prevent some women from seeking development opportunities in some settings, and this project aims to tackle these issues.

Once established performance related information will be gathered and identify for year on year improvements.

Risks and Implications:

Highlight any service and corporate associated risks

The initial key project risks identified are listed below:

- Delays with project launch due to factors outside of project group control
- External and Internal user disengagement and lack of input in co-design/co-production
- Issues around the current PFI contract may lead to the decision that this site is not suitable, which will impact on timeline as a new site will need to be identified
- Renovating the site whilst in PFI contract could significantly hike up the overall costs
- Budget restraints could result in the centre's renovation being minimal, therefore affecting the service plans and what the centre can provide in reality.

Value for Money and Efficiency:

Provide justification for VFM and efficiency

The long-term value for money and efficiency will go beyond cost savings as it will provide an opportunity for marginalised women, who might never have taken up the opportunity to develop their skills and confidence. Supporting women, especially mothers will not only impact them, but also their children's opportunities as well as their household income.

The centre will provide a space for women to learn, seek advice and help, as well as build friendships and confidence. Public Health and NHS partners have documented the challenges with early screening for certain diseases affecting women – this centre could provide that safe space for women to learn and be educated about getting screened. The centre will work with external and internal stakeholders to ensure their services can be sensitively delivered to some of the most vulnerable members of our community.

Similarly, for VAWG issues, the centre aims to build a positive environment for learning, developing and empowering women to seek help. This public health approach of 'prevention is better than cure' by providing early intervention services will ensure that longer-term cost savings are made.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	Yes	The proposed centre is a dedicated space for women as gender inequalities have been identified for this group which this proposal aims to address. The centre will deliver services to mitigate inequality and is a proportionate means of achieving a legitimate aim.
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	
Summary:		Additional Information and Comments:
To be completed at the end of completing the Screening Tool.		
Based on the Screening Tool, will a full EA be required?	No	

GROWTH PROPOSAL

Proposal Title:	SEN Transport		
Reference:	GRO / CHI 001 / 24-25	Growth Type:	Unavoidable Growth
Directorate:	Childrens's Services	Growth Service Area:	Education services
Directorate Service:	SEN Transport	Strategic Priority:	5. Investing in public services
Lead Officer and Post:	Lisa Fraser, Director of Education	Lead Member and Portfolio:	Cllr Maium Talukdar, Statutory Deputy Mayor & Cabinet Member for Education, Youth and Lifelong Learning

Financial Impact:	Current Budget 2023-24	Growth 2024-25	Growth 2025-26	Growth 2026-27	Total Growth
Budget (£000)	6,757	1,121	-	-	1,121
Staffing Impact (if applicable):	Current 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	FTE Increase 2026-27	Total FTE Increase
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

The transport provision is delivered through several different routes: -

The most cost-effective delivery as well as the most flexible for parents and carers is through personnel transport budgets and where possible families are offered this as an option for supporting their Child in their Journey to School. However, this does not always work for Parents who have Children at different School or who are not able to access transport.

Internal Transport services are offered through the Place directorate and deliver a multi-route bus service for Children, primarily at Special School or resource bases. The Cost of this service is shared with adult services who have access to the transport during the day for clients to attend day centres, while the routes are utilised for Schools in the morning and late afternoon Historically the split of these costs had been 70/30 with Children picking up the higher element of the cost. With the reduction in the use by Adults post Covid this has now changed to an 80/20 split. The cost base has also increased, with no subsequent increase in the budget for the service over the last three year. The Increase in costs was masked by Covid, where grants were used to support the increased cost.

The current mid-point forecast from the External transport Team is 80% of £5,641K = £4,513k against a current budget of £3,405k, giving an increase of £1,108k

The third route of transport provision is through the use of call off contracts for individual taxi transport, the 2022/23 budget overspend in this area was £1,670k. Much of this overspend relates to build up of inflationary pressures which had not been built into the base budget, which have now been agreed for 2023/24 of £1,257k leaving a volume pressure of £413k.

These two pressures equate to £1,521k. However, the service believe that further mitigations would be possible through the use of personnel budgets, route optimisation, travel training and review of current non statutory provision. This would mitigate the cost by an estimated £400k giving a growth proposal of £1,121.

Budgeted Outcomes / Accountability (focus on improved performance):

The Council must make transport arrangements for all children who cannot reasonably be expected to walk to school because of their mobility problems or because of associated health and safety issues related to their special educational needs (SEN) or disability. Eligibility, for such children is assessed on an individual basis to identify their particular transport requirements. Usual transport requirements (e.g. the statutory walking distances) cannot be considered when assessing the transport needs of children eligible due to SEN and/or disability.

Risks and Implications:

- Risk to the effectiveness of assessment and review process
- Risk of additional demand led funding pressures
- Risk to ability to demonstrate a fair and robust needs based individual assessments and re-assessments in accordance with the LA's statutory duties.
- Risk of legal challenge at SEN Tribunal

Value for Money and Efficiency:

The Transport demand board has been reconstituted and will regularly review best value delivery of the service as well as alternative arrangements that offer longer term support for young people towards independence.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

GROWTH PROPOSAL

Proposal Title:	SEND Improvement – SEN Service		
Reference:	GRO / CHI 002 / 24-25	Growth Type:	Unavoidable Growth
Directorate:	Childrens's Services	Growth Service Area:	Education services
Directorate Service:	Special Educational Needs and Preparing for Adulthood	Strategic Priority Outcome:	Priority 3: Accelerating education Priority 8: A council that listens and works for everyone
Lead Officer and Post:	Dr. Tina Sode and Lewis Teasdale Joint Heads of Special Educational Needs	Lead Member and Portfolio:	Councillor Maium Talukdar, Deputy Mayor and Cabinet Member for Education, Youth and Lifelong Learning

Financial Impact:	Current Budget 2023-24	Growth 2024-25	Growth 2025-26	Growth 2026-27	Total Growth
Budget (£000)	7,641	454	150	-	604
Staffing Impact (if applicable):	Current Budget 2023-24	Growth 2024-25	Growth 2025-26	Growth 2026-27	Total FTE Increase
Employees (FTE) or state N/A	48	11	-	-	11

Proposal Summary:

This growth bid is in line with the Council's Strategic Plan 2022-26 priorities 3 and 8.

- **Priority 3:** Accelerating education: Improve support for children and young people with Special Educational Needs.
- **Priority 8:** A council that listens and works for everyone: Work to ensure staffing at every level of the council reflects the diversity of the borough / Implement a rigorous improvement programme for those services subject to external inspection.

This proposal is a request for additional staffing within SEN and PFA, to meet the increase in demand for statutory SEN services and to maintain the pace of improvement within SEN. This bid is for an additional 8 EHC Coordinators, 1 Senior EHCP Coordinator, 1 assistant EHC Coordinator, and a Quality Assurance lead.

The table below outlines a breakdown of the growth requested within this bid.

Job role:	Grade:	Salary with on-costs, second spinal point:	Number of roles:	Salary with on-costs, second spinal point:
EHCP assistant coordinator	F	£41,825	1	£41,825.00
EHCP Coordinator	I	£53,857	8	£430,856.00
Senior EHCP Coordinator	J	£60,831	1	£60,831.00
Quality Assurance lead	L	£70,243	1	£70,243.00
Total				£603,755.00

The SEN Service is a statutory service that assesses, issues and reviews Education, Health and Care plans for children and young people who have Special Educational Needs and who require levels of support beyond what their schools/educational settings receive from central government. These top-ups to settings are funded via the Dedicated Schools Gant but the service is funded via the General Fund. The growth for 2022-23 was recognition of long-term underfunding of the service and a response to the Written Statement of Action received following the June 2021 Local Area SEND Inspection. Additional funding has meant that rapid improvement was seen in the key areas of the quality of EHCPs, and the administration of Annual Reviews of EHCPs.

The SEN Service will be inspected again by OFSTED under the new SEND-AP Inspection Framework within the next 12 months. Building on existing good practice, the Local Authority must ensure that it is in the best position to meet current and future demand and need in SEN, as well as continue to drive and evidence good work within the Local Area when inspected.

However, over the last year there has been a significant increase in the number of requests for assessment (for an EHCP) have been received, and a corresponding increase in the number of EHCPs issued, and therefore an increase in the total number of EHCPs which the Local Authority is responsible for.

There has been significant increase in the number of new requests for EHCNA seen in recent years:

- A 25% increase, 2021 against 2022 (calendar).
- A 35% increase, 2022 against 2021 (calendar).
- A 100% increase (doubling) for the 2022/23 academic year, compared to the 2020/21 academic year.
- The Local Authority currently receives between 90-110 requests for an EHCP each month. As a snapshot, there were 39 requests for assessment in June 2021, 64 in June 2022, and 90 in June 2023.
- At the time of writing (August 2023) it has received 778 requests for the 2022/23 academic year (September 2022 – July 2023); last academic year it received 555 in the same period.

In one year, the number of EHCPs issued by Tower Hamlets has increased from 400 in the 2021/22 academic year, to 700 in the 2022/23 academic year.

The total number of EHCPs for which the LA is responsible for has risen from 3257 (January 2021), to 3464 (January 2022), to 4111 (January 2023), to 4371 (July 2023), a 34% increase in 2 ½ years. It is expected that by the end of the 2023/24 financial year – by Easter 2024 – the Local Authority will be responsible for between 4750-5000 EHCPs.

This increase in demand is reflected nationally: there has been a 14% increase in the total number of Plans between 2020 and 2022 (last available DFE figures), and a 51% increase in the number of requests for assessment at the same time-period.

Historically, there had been challenges with the timeliness of EHC Needs Assessments in Tower Hamlets. However, recent additional interim capacity has been brought into the SEN Service to address the demand and case management of new assessments, as well as clear overdue and outstanding assessments; this latter work is completed though the demand for new assessments remains. Cumulatively for this calendar year to date, 55% of all EHCPs have been delivered in-timescale, which is slightly above the national average. However, month-by-month, our performance is higher, and over the last 3 months (May, June, July 2023) we have issued 66% of EHCPs within the statutory 20 weeks as a result of this additional capacity, putting Tower Hamlets in the top third of LAs.

With the rapid increase in both the number of EHCPs held, as well as the demand for new requests, SEN colleagues have been working with split focus. The SEN Service will be moving to a model of teams split working exclusively on new assessments, and exclusively on ongoing casework for issued EHCPs, Annual Reviews, and Phase Transfer.

This proposal seeks to maintain the performance and continue the improvement of timeliness of EHC Needs Assessments, whilst ensuring that each child or young person receives continued support on their EHCP in their journey through the SEND system into adulthood. It seeks to ensure that there are sufficient Coordinators to undertake and complete the requests for new assessments within the legally required 20-week timescale, as well as deliver on commitments to co-produce our EHCPs with families, children and young people, and involved professionals, whilst at the same time bring writing EHCPs back into the Local Authority. It seeks to ensure that every child's EHCP is amended at each Key Stage and point of transition (from nursery into primary school, primary to secondary school, and secondary into post-16 education). It seeks to ensure that there is sufficient support for our young adults as they move from education into employment and training.

Each casework/Annual Review coordinator (including Preparing for Adulthood) would hold a caseload of 225 pupils; each new assessment coordinator would deliver 125 new EHCPs each year, written internally and properly co-produced.

Within this proposal it seeks to balance management of an increased workforce and workloads as well: not with senior managers, but with assistant team leaders who would work with professionals, schools and settings, to manage demand and advise on alternative services before statutory SEN. These new roles will deliver opportunities for retention and development of good and ambitious colleagues, fulfilling Tower Hamlets' ambition to 'grow our own', and providing a stepping-stone from front-line work into management and then leadership.

Budgeted Outcomes / Accountability (focus on improved performance):

Priority 3: Accelerating education: Improve support for children and young people with Special Educational Needs

New assessments: There will be sufficient capacity to ensure that the SEN Service can meet the demand for statutory assessment, delivering any agreed assessments within the 20-week timescale greater than national averages. At the other end of the scale, there will be renewed and greater scrutiny of new requests, with further advice and support back to targeted and universal support services where requests for assessment are declined. Both will ensure that Tower Hamlets children and young people receive the support and assessment which they need, at the time and in the manner which they need it. It is expected that all new assessments will be written in-house, rather than outsourced, and all EHCPs will be co-produced with families and children and young people.

Annual Reviews: Building on the newly implemented two-step Annual Review process, there will be greater co-production with families and children and young people on their existing Plans as they move through the SEND system. There will be SEN representation at the most important Annual Reviews, especially at Phase Transfer, to ensure that EHCPs remain relevant, reflective of the aspirations, outcomes and need of children and young people. There will be closer scrutiny of the need for continuing EHCPs, with a focus on ceasing where appropriate EHCPs, where a child or young person has completed their outcomes and is ready to 'graduate' onto a lower level of support.

Co-production: With the above in place, all children and young people with an EHCP (new and existing) will have co-production in their EHCP along their entire SEND journey. This will be first with their families and then into secondary school and post-16. Young people will have an ever-greater stake in their educational direction.

Preparing for Adulthood: Building on the successes of the PFA Service, more Tower Hamlets young people will attend colleges and training provision locally; more Tower Hamlets young people will be in meaningful apprenticeships, supported internships, and ultimately employment, locally and in the London area. More young people with SEN will live happy and successful independent / semi-independent lives. There will be fewer young people Not in Education, Employment or Training (NEET).

Accountability: Parents-carers, families, children and young people, and professionals / stakeholders, will have an increased and measured confidence in the Local Area SEND system as a whole and through the gathering of user feedback on the process and the systematic recording of outcomes, will demystify the whole SEND journey for all, increasing transparency and allowing the service to respond to the needs of our local communities. Regular reporting of service user feedback, statutory timescales and progress against individual outcomes will ensure accountability, as will Director oversight.

Priority 8: A council that listens and works for everyone: Work to ensure staffing at every level of the council reflects the diversity of the borough / Implement a rigorous improvement programme for those services subject to external inspection.

A diverse and reflective workforce: This growth proposal allows the SEN Service to continue to develop and be a reflective face of our local area. It will allow the SEN Service too, to promote and develop good and ambitious colleagues internally – 'grow our own' – with a focus on front line roles, rather than senior management. The Quality Assurance role will ensure that this is embedded and continuously improved upon, as standard practice.

A rigorous improvement programme for those services subject to external inspection: The SEN Service will be inspected again by OFSTED under the new SEND-AP Inspection Framework within the next 12 months. Building on existing good practice, the Local Authority must ensure that it is in the best position to meet current and future demand and need in SEN, as well as continue to drive and evidence good work within the Local Area when inspected.

Risks and Implications:

Reputational: Reduction in the local community's confidence in the LA and SEND Services, which has taken time to rebuild and develop,
Legal: An increase in tribunal and mediation cases with associated risk of parental preference for out of borough schools and settings, Non-compliance with statutory duties (Children and Families Act 2014, SEN Code of Practice 2015),
LGSCO: Delays in processing new assessments and Annual Reviews may yet increase number of matters going to Ombudsman and potential compensation payments,
Ofsted: Written Statement of Action not delivered – failure to meet the significant weaknesses identified in the Written Statement of Action, leading to further action from Ofsted/CQC and central government, Adverse inspection judgement at next re-inspection of the Local Area under the new SEND-AP Inspection Framework, particularly on amended and updated Plans.

Value for Money and Efficiency:

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

With a focus on front-line staff and internal staff development, this investment brings greater value for money than before and will reduce the spend on high-cost interim staff, meeting demand from a permanent and stable workforce.

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

A smoother assessment process, and further improved Annual Review process, both with co-production at their heart, will support efficient assessment and review of EHCPs ensuring that outcomes are met with maximum cost-return.

It will enable the Local Authority to demonstrate the pace and impact required by the Written Statement of Action following the joint OFSTED/CQC inspection, as well as reassure external monitors of continued improvement and a commitment to SEND.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:

GROWTH PROPOSAL

Proposal Title:	Accelerating Education – Education Maintenance Allowance (EMA) / University Bursary Grant Funding / Education Awards		
Reference:	GRO / CHI 003 / 24-25	Growth Type:	Mayoral Priority
Directorate:	Children's Services	Growth Service Area:	Education services
Directorate Service:	Education	Strategic Priority:	1. Tackling the cost-of-living crisis 3. Accelerating education
Lead Officer and Post:	Lisa Fraser, Director of Education	Lead Member and Portfolio:	Cllr Maium Talukdar, Statutory Deputy Mayor & Cabinet Member for Education, Youth and Lifelong Learning

Financial Impact:	Current Budget 2023-24	Growth 2024-25	Growth 2025-26	Growth 2026-27	Total Growth
Budget (£000)	1,100	1,350	-	-	1,350

Staffing Impact (if applicable):	Current 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	FTE Increase 2026-27	Total FTE Increase
Employees (FTE) or state N/A	4.0	2.0	-	-	2.0

Proposal Summary:	
	<p>School Governance, Information and Traded Services will require £200k to deliver the Mayors Education Maintenance Allowance (EMA), University Bursary Awards and Education Awards. Below is a breakdown of the funding allocation.</p> <ul style="list-style-type: none"> - Education Maintenance Allowance (EMA) <ul style="list-style-type: none"> o £600 x 1250 = £750k - University Bursary Awards <ul style="list-style-type: none"> o £1,500 x 800 = £1.2m - £50k for appeals - £250k staffing cost. <ul style="list-style-type: none"> o Education Awards Support Officer - £189,000 <ul style="list-style-type: none"> ▪ 4.5 FTE at grade F (£41,092 with oncost), Education Awards Support Officers to deliver the mayors EMA/UNI Bursary pledges. These positions are important staffing requirement as per mayoral priorities, which cannot be delivered without this provision. ▪ Previously only 3FTE was required, however with the growth in grant now being awarded by almost double, additional provision will be needed to successfully deliver the grants awards scheme. o Digital Officer need <ul style="list-style-type: none"> ▪ 1 FTE at grade J (£58,137 with oncost), Digital Officer to support all four of the Accelerating Education pledges. The Education Awards team found it a real struggle getting continuous digital support, which had an impact on workload. This position will help deliver efficiencies in the long haul. The officer can also support the finance team digitalising processes of primary school data collection, creating more long-term savings. - Education Awards <ul style="list-style-type: none"> o Event celebrating and acknowledging the academic accomplishment of our student community. <ul style="list-style-type: none"> o £200k cost to cover: <ul style="list-style-type: none"> ▪ Venue hire - £20k (benchmarked from quote provided by Troxy) ▪ Catering - £30k (benchmarked from quote provided by Troxy and Sapphire London catering group) ▪ Staffing cost (equivalent to 0.5FTE at grade F)/ Administration - £20k ▪ Keynote Speakers- £5k ▪ Publicity/promotions/Communications/activities – £5k ▪ Awards Vouchers - 300x£400 = £120k

Budgeted Outcomes / Accountability (focus on improved performance):

The growth bid will deliver on two key mayoral pledges directly linked with the following Tower Hamlets strategic priorities:

- Priority 1: Tackling the cost-of-living crisis Our Ambition: No child will go hungry, and no pensioner will go cold for the next four years
- Priority 3: Accelerate Education: Every child achieves their best in education

Risks and Implications:

Should funding not be approved, there is no resource elsewhere within LBTH to deliver on the Mayors Educational Maintenance Allowance, Universality Bursary pledges and student awards.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

GROWTH PROPOSAL

Proposal Title:	Universal Primary School Free School Meals Grant		
Reference:	GRO / CHI 004 / 24-25	Growth Type:	Mayoral Priority
Directorate:	Children's Services	Growth Service Area:	Education services
Directorate Service:	Education	Strategic Priority:	3. Accelerating education
Lead Officer and Post:	Lisa Fraser, Director of Education	Lead Member and Portfolio:	Cllr Maium Talukdar, Statutory Deputy Mayor & Cabinet Member for Education, Youth and Lifelong Learning

Financial Impact:	Current Budget 2023-24	Growth 2024-25	Growth 2025-26	Growth 2026-27	Total Growth
Budget (£000)	-	(2,200)	2,200	-	-

Staffing Impact (if applicable):	Current 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	FTE Increase 2026-27	Total FTE Increase
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

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

A permanent growth bid was approved by Council last year for the continuation of the offer from 2024-25 as £2m ongoing base budget (with the continued extra £1m per year funding from the Public Health grant). Since then, the Mayor of London has announced a one-off grant for the Primary School Free School Meals for 2024-25 so this bid is delaying the ongoing base budget request to begin from 2025-26 rather than 2024-25. The amount is based on the 2023-24 allocation.

Budgeted Outcomes / Accountability (focus on improved performance):

- Free school meals are associated with improved educational engagement, better attendance at school, improved level concentration, behaviour, health and well-being.
- There is currently an over 90% per cent take up for the Primary free school meals programme in Tower Hamlets Primary schools.
- Reduction in childhood obesity; children have access to a nutritious, healthy school meal and are ready to learn.
- High levels of take up encourage Children to develop important social skills through eating and socialising communally.
- Continual free meal provision encourages school attendance which is essential to support post Covid catch up for all Children.

Risks and Implications:

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

Value for Money and Efficiency:

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

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:

GROWTH PROPOSAL

Proposal Title:	Leisure Service Insourcing		
Reference:	GRO / COM 001 / 24-25	Growth Type:	Mayoral Priority
Directorate:	Communities	Growth Service Area:	Cultural and related services
Directorate Service:	Leisure	Strategic Priority:	4. Boosting culture, business, jobs, and leisure 5. Investing in public services
Lead Officer and Post:	Tom Alexander, Project Director, Leisure Capital Programme and Procurement	Lead Member and Portfolio:	Cllr Iqbal Hossain, Cabinet Member for Culture and Recreation

Financial Impact:	Current Budget 2023-24	Growth 2024-25	Growth 2025-26	Growth 2026-27	Total Growth
Budget (£000)	0	2,105	205	-	2,310

Staffing Impact (if applicable):	Current FTE 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	FTE Increase 2026-27	Total FTE Increase
Employees (FTE) or state N/A	0	Circa 250	TBC	plus circa 50 for St Georges	Circa 250

Proposal Summary:

In August 2022 the Mayor & Cabinet agreed that the Leisure Service will be insourced from May 2024. It is currently outsourced to GLL under a contract that will expire on 30 April 2024. This change will provide greater control over the operation of the Leisure Service, as delivered through the Council's 7 leisure centres. It also requires the Council to assume all commercial and operational risks associated with running the service. The insourcing of the leisure service is a key deliverable of the Councils Strategic Plan

The new in-house service will run all 7 leisure centres (noting that St George's is shut but a new facility is due to open on that site in the next 5 years). It will also deliver outreach services using non-Leisure sites (e.g. community centres, parks, etc.), although that is to be determined after engagement with residents and validation through business planning. The service will manage, maintain and operate the leisure centres, initially to a similar specification to the current GLL contract, but evolving to a more holistic wellbeing model to ensure it meets a wider range of need, offer a different combination of programmes and interventions and generates new income.

Officers are undertaking a detailed financial modelling exercise to understand the true costs of running the service given recent inflationary pressures, a reduction in discretionary spend for most residents, additional running costs and new technological developments within the leisure industry.

The decision will provide the Council with greater control over the operation of the service, and full responsibility for its performance. It is our intention that, with sufficient planning and investment, the service could perform above the model's expectations, however learning from other areas suggests a deficit budget.

	24/25	25/26
Direct Income	9,629,650	10,505,073
Direct Expenditure	10,540,484	11,498,710
Net Direct Operating Cost	(910,834)	(993,637)
Central Support Cost	1,194,903	1,317,166
Growth Request	2,105,737	2,310,803

These are provisional costs and our forecast will be more accurate as the modelling is informed by further data and analysis. We are shortly to receive additional key information from GLL on staffing and programming that will refine our estimates, will find more as part of the final hand back and will be able to validate and stress test the model with the new governance arrangements, we are putting in place between now and the end of April 2024.

We have not maintained any central contingency amount in the project, however there is significant risk in the project as we do not know the number of staff we will receive at this point, now do we know their grades and salaries. There would also be significant recruitment costs if key personnel do not transfer. Therefore, an amount of £550k is held within the corporate risk reserve which could be called on if required.

These figures do not include any inflation or costs that may be identified in the condition surveys being undertaken currently. Some of those surveys are likely to identify invest-to-save opportunities on issues like utility consumption.

Budgeted Outcomes / Accountability (focus on improved performance):

The proposal to insource meets strategic priorities 4. Boosting culture, business, jobs, and leisure & 5. Investing in public services

The Mayor and Cabinet anticipate an improvement in service quality from the Council being able to intervene directly in the service.

Risks and Implications:

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

1. The Council will be responsible for the cost of any deficit in the trading performance of the service, currently estimated to be £2.6m per annum.
2. The Council needs to recruit a bespoke management team to oversee the delivery of this service, employing individuals with the requisite skills and experience to manage the service as effectively as possible. Failing to do so, or to retain staff that have been recruited, will significantly undermine the ability of the service to function effectively.
3. All operational risks will sit with the Council – staffing shortfalls, health and safety incidents, equipment failure, planned and reactive maintenance, customer service, etc.
4. A transition team with experience of undertaking a similar insourcing needs to be maintained to give the Council the best chance possible of meeting the tight deadline of 1 May 2024 for having the in-house model in place and to ensure the offer is fully developed whilst the operational team can deliver the day-to-day services.
5. The risk of deteriorating performance from the current provider as the contract nears end.

Value for Money and Efficiency:

The proposal to insource the Leisure Service will provide the Council with greater control over how it operates, and thus the potential opportunity to alter aspects of its delivery to meet Council objectives, particularly public health priorities. The in-house option does not offer a fiscal advantage over other delivery model options. Its value is based on having a more flexible model, in terms of adjusting its delivery quickly and without any recourse to contractual change and the potential to widen the service offer to attract new customer and additional revenue streams.

The service is more likely to be successful in widening its offer and reducing the initial deficit to the Council if sufficient resource is dedicated to allow for:

- as smooth a transition as possible to an insourced operation,
- continuing development past the initial hand-back date,
- ensuring the operational management and staffing of the service has the requisite skills, expertise and experience required to run it.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	Yes	This proposal creates a new front-line service, albeit non-statutory, in the form of the in-house leisure service providing facilities and activities directly to residents.
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	Yes	For existing Council staff who manage the contract with GLL and the strategic direction of the current contract, there will be changes to roles, including preferable T&C and focus on community wellbeing.

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

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

GROWTH PROPOSAL

Proposal Title:	Coroner's Consortium		
Reference:	GRO / COM 002 / 24-25	Growth Type:	Unavoidable Growth
Directorate:	Communities	Growth Service Area:	Cultural and related services
Directorate Service:	Environmental Health and Trading Standards	Strategic Priority:	5. Investing in public services
Lead Officer and Post:	David Tolley, Head of Environmental Health and Trading Standards	Lead Member and Portfolio:	Cllr Kabir Hussain, Cabinet Member for Environment and Climate Emergency

Financial Impact:	Current Budget 2023-24	Growth 2024-25	Growth 2025-26	Growth 2026-27	Total Growth
Budget (£000)	342	250	-	-	250

Staffing Impact (if applicable):	Current 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	FTE Increase 2026-27	Total FTE Increase
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

The Council is within the statutory Inner London North Coroners Consortium with Camden, Hackney and Islington. This is a statutory arrangement governed by legislation for the provision of the Coroners Service. Camden are the lead Authority. The costs of the Coroners Service are divided equally between the four Boroughs. There has been a considerable increase in costs of running the Service due to a backlog of Coroners Hearings, pathology costs and general uplift of contracts that the Coroner has to have in place. The Coroner also has opened an additional Court within Tower Hamlets (Bromley Public Hall) – to assist with the backlog of Hearings that have built up during covid.

Budgeted Outcomes / Accountability (focus on improved performance):

This is a statutory requirement to provide this Service, costs are managed by Camden.

Risks and Implications:

The provision of this Service is a statutory requirement.

Value for Money and Efficiency:

The Coroner is responsible for running the Service and the Authorities are have a statutory responsibility to fund the Service. The Coroner and her Officers are accountable to the Ministry Of Justice and not the Local Authority.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

GROWTH PROPOSAL

Proposal Title:	Freedom Passes 2024-27		
Reference:	GRO / COM 003 / 24-25	Growth Type:	Unavoidable Growth
Directorate:	Communities	Growth Service Area:	Highways and transport
Directorate Service:	Parking, Mobility and Market Services	Strategic Priority:	5. Investing in public services
Lead Officer and Post:	Michael Darby, Head of Parking, Mobility and Market Services	Lead Member and Portfolio:	Cllr Kabir Hussain, Cabinet Member for Environment and Climate Emergency

Financial Impact:	Current Budget 2023-24	Growth 2024-25	Growth 2025-26	Growth 2026-27	Total Growth
Budget (£000)	8,067	1,527	2,064	1,342	4,933
Staffing Impact (if applicable):	Current 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	FTE Increase 2026-27	Total FTE Increase
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

The Freedom Pass scheme provides free travel on public transport for pass holders over 66 and registered as disabled throughout London. The scheme is administered by London Councils and decisions on apportioning the costs of the scheme between boroughs are made by Members of London Councils' Transport & Environment Committee.

London Councils manage the negotiation of the Freedom Pass settlement with TfL and the allocation process between all the London Boroughs of their respective budget contributions to TfL.

Based on London Councils latest model (assumptions) of concessionary fares

- 2024-25 figures are confirmed, and all ongoing years are estimates and could be subject to change.
- We're using HM Treasury inflation estimates for future years – as you know these are imprecise.
- The amounts for future years are much less reliable and will depend on journey numbers and inflation and for that reason we have included several scenarios regarding the extent to which journey demand.

Appendix 2: 2024/25 Apportionment by quarter and borough

Authority	Total per borough (£) Paid to TfL	Total per borough (£) Paid to London Councils	2024-25 Total per borough (£)
Tower Hamlets	9,386,620.00	207,648.00	9,594,268.00

BOROUGH	2025-26			2026-27		
	Trips at 90% base level demand to pre-	Trips at 100% base level demand to pre-	Trips at 100% base level demand to pre-	Lower range	Baseline	Higher range
Tower Hamlets	£11,201,924	£11,658,200	£12,376,599	£12,475,815	£13,000,200	£13,784,942

Funding for this growth will be subjected to annual reviews to ascertain demand.

Budgeted Outcomes / Accountability (focus on improved performance):

The Freedom pass allows for older persons and disabled people to freely travel across London and free bus journeys nationally.

Risks and Implications:

The Council is bound to pay a contribution to the Freedom Pass scheme and may not legally withdraw from the scheme. The apportionment methodology is determined by the Boroughs working through London Councils.

The settlement is usually confirmed annually in November/December which provides the information on what the Authority's annual contribution will be based on for the next year.

Other work currently being undertaken on demographic and social changes within the Borough indicate that the Authority has an increasing population which may mean an increased demand for freedom passes.

Value for Money and Efficiency:

The Authority has no individual control over the amount of money levied upon it to fund the Freedom Pass scheme. Arguably the Freedom Pass scheme represents value for money in offering enhanced mobility to traditionally fewer mobile members of the community and enhances sustainable travel by encouraging the use of public transport.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

GROWTH PROPOSAL

Proposal Title:	Waste Operations		
Reference:	GRO / COM 004 / 24-25	Growth Type:	Mayoral Priority
Directorate:	Communities	Growth Service Area:	Central services
Directorate Service:	Waste Services, Public Realm	Strategic Priority:	7. Working towards a clean and green future
Lead Officer and Post:	Simon Baxter, Director of Public Realm (Interim)	Lead Member and Portfolio:	Cllr Kabir Hussain, Cabinet Member for Environment and Climate Emergency

Financial Impact:	Current Budget 2023-24	Growth 2024-25	Growth 2025-26	Growth 2026-27	Total Growth
Budget (£000)	20,346	5,000	(5,000)	-	0 (one off investment)

Staffing Impact (if applicable):	Current 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	FTE Increase 2026-27	Total FTE Increase
Employees (FTE) or state N/A	335	72	(72)	-	-

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Proposal Summary:

The mayor declared a waste emergency at full Council in November 2022. A waste improvement plan was drafted and presented in July 2023 as a response to the requirements of the waste emergency. The plan did not fully highlight the issues within waste services that stemmed from a flawed TUPE process. This plan seeks to address these failures with a response that will review, recover, and deliver an improved waste service for residents of the borough. It is expected that the proposed projects will deliver improvements starting from April 2024. This is a one-off investment in 2024-25, improvements in standards will need to be maintained from the existing baseline budget or subject to a growth bid in the 2025-26 Medium Term Financial Strategy.

This growth bid relates to delivery of improvements, highlighting the need for investment and realignment of waste services to provide a basis for service improvement, with an overarching goal of delivering on the key strategic plan objectives - ‘working towards a clean and green future - cleaning up our borough with more bins, litter sweepers and a mission to drive down missed bin collections’.

To ensure changes to service improvement are sustainable over the long term, the delivery model will be programme based with a suite of projects some of which will be mainstreamed as their effectiveness is assessed and performance reviewed. Thirteen main projects have been identified as priorities, with sub-projects that will require realignment of the waste services structure and strengthening of links to internal teams such as Finance, Human Resources, Customer Contact Centre, and Revenues. To deliver these projects and service changes, there will be a need to utilise internal and external project management support. The proposal is to utilise internal staff within the council and external staff in the following ways.

Job Title	Role Requirements	Commencement of Assignment for 12 months
Programme Manager x 1	To coordinate, manage and lead on the programme deliverables	April 2024
Project Managers x 4	To manage and coordinate a suite of projects working with project officers and reporting to the Programme Manager	April 2024
Project Officers x 4	To work with the project manager as directed	April 2024

To meet the demands and needs of effective service delivery, waste services require a reorganization of the staff structure. This will consider the potential for a dedicated in-house call centre for waste services to deal with all waste/street cleansing/ demand from FiFi-related telephone enquiries. It will also consider -

- The potential creation of a Local Environmental Quality Team
- The potential creation of a nighttime enhanced enforcement team
- A review of top and middle management structures
- Investment in more training and development for front line staff

Budgeted Outcomes / Accountability (focus on improved performance):

PROJECT DESCRIPTION	MILESTONES	RESOURCE	COST
<p>Introduction of Time-Bands</p>	<p>Revised time-bands will be introduced to ensure all waste from shops and businesses is placed out at the correct time and place to ensure that our streets are clear of waste at all times. This will ensure that time-bands remain relevant to the needs of residents and businesses in the areas where they are set. New time-bands will help keep the street scene clear in busy areas (flats above shops) and prevent waste being stored overnight in business premises.</p> <p>We will review our enforcement approach in relation to the new time-bands. Introduction of time-bands will allow targeted enforcement action being taken on businesses and residents that do not adhere to the stipulated times. A period of education will be in place to allow the time bands to embed.</p> <ul style="list-style-type: none"> • Additional enforcement officer x 4 resource (including night time enhancement pay) <p>Comms:</p> <ul style="list-style-type: none"> • Consultation with residents and businesses will be required • Signage will need to be displayed across the borough and • A communication plan to share the message. 	<p>Project Team/BAU</p>	<p>£250,000</p> <p>£100,000</p>
<p>Commercial Waste Service Review</p>	<p>In order to improve our commercial waste sales we will introduce dedicated vehicles that will ensure improved services for commercial waste customers and a greater visibility of our workforce.</p> <p>Manage “aged debt” of approximately £700,000 and create a debt free service that operates on a trading account model.</p> <p>Currently, commercial waste is collected in the same vehicles that pick up municipal waste for both the recycling and residual service. As part of the optimization of collection rounds commercial waste collections will be a “stand alone” service delinked from municipal rounds. This will allow us to:</p> <ul style="list-style-type: none"> • Collect commercial waste only as paid for by the customer. • Provide a seven day a week commercial service to effectively manage commercial waste in the borough and retain a customer base over and above the circa 2,000 we currently have. • Understand total service costs and create baseline and assess budget. • As part of the changes envisaged, time bands will be re-introduced in key areas of the 	<p>Project Team/BAU</p>	<p>£130,000</p>

	borough to help manage waste on streets. Compliance will be managed through education and enforcement.		
Street Cleansing Service Enhancements	<p>As the Street Cleansing Service undergoes a service review, the following daily additional street cleansing resource enhancements are recommended to enhance visibility and accommodate increased footfall in parts of the borough in the mornings, afternoons, and evenings, particularly in areas of the borough with a thriving night-time economy such as the west of the borough. This will include increasing visibility and use of mechanical footway cleaning in areas where this is appropriate.</p> <p>Mornings (AM):</p> <ul style="list-style-type: none"> 2 drivers and 2 loaders <p>Afternoons Enhancement (PM):</p> <ul style="list-style-type: none"> 4 x drivers and 4 loaders (on existing 4x Caged vehicles to enhance fly tipping collections) 10 x Sweepers – To maintain street cleanliness in high-footfall areas eg markets/transport hubs <p>Nights Enhancement:</p> <ul style="list-style-type: none"> 1x driver and 2 x loader (on existing vehicles) 2 x drivers and 2 x sweepers on existing mechanical broom vehicle to clean more main roads and traffic islands. 1x driver (on existing compact mechanical broom) 1x driver and 3x operatives -a high visibility nightly deep cleaning / jet washing team that will ensure that our markets and nighttime economy areas are spotless <p>Weekend Enhancement:</p> <ul style="list-style-type: none"> 5 x sweepers (Saturday AM/PM) 5 x sweepers (Sunday AM/PM) <p>Vehicles</p> <ul style="list-style-type: none"> 2x compact mechanical brooms 2 x 7.5 tonne Caged Vehicle – to target fly-tipping hotspots in key areas. 2x 3.5 tonne caged vehicles – for FIFI Plus <p>Enhanced Find it fix It PLUS</p> <ul style="list-style-type: none"> 2x drivers and 2 x operatives <p>Additional Find fix it fix it Plus- a new addition to the find it fix it team who will be a multi skilled workforce tackling issues on public and private land such as overgrown vegetation, painting, broken fencing, designing out problem areas, i.e hoardings where flyposting takes place.</p>	Project Team/BAU	<p>£200,000</p> <p>£400,000</p> <p>£400,000</p> <p>£180,000</p> <p>£220,000</p> <p>£60,000</p> <p>£210,000</p> <p>£250,000</p> <p>£250,000</p> <p>£200,000</p> <p>£250,000</p> <p>£120,000</p> <p>£220,000</p> <p>£200,000</p>

	<p>Other Street Cleansing Service Enhancements: Other planned initiatives for improving our street scene are:</p> <ul style="list-style-type: none"> • Independent grading of streets (Tranche) using Keep Britain Tidy including training of staff 		
Parks enhancements	<p>Weekday Mornings Enhancements (AM):</p> <ul style="list-style-type: none"> • 1x driver and 3 x operative <p>Weekday Afternoons Enhancement (PM):</p> <ul style="list-style-type: none"> • 2x litter picker • 2x drivers and 2 x operatives <p>Weekend Mornings Enhancement (AM):</p> <ul style="list-style-type: none"> • 1x driver and 1 x operative <p>Weekend Afternoons Enhancement (PM):</p> <ul style="list-style-type: none"> • 2x litter picker • 1x driver and 1 x operative 		<p>£210,000</p> <p>£100,000</p> <p>£220,000</p> <p>£140,000</p> <p>£100,000</p> <p>£140,000</p>
Waste operating system digitalisation, benchmarking, and options appraisal	<p>We will review Whitespace, our waste management system, to determine the service requirements it currently meets and those that it needs to meet. The following priority areas of Whitespace functionality have been identified for testing and development:</p> <ul style="list-style-type: none"> • Missed Collections • Invoicing / FMS • Contracts / customers • Ad Hoc / scheduled. • Bulky Waste • Clinical Waste • Ad Hoc Streets • Scheduled Activities (All) • Addition of new properties • Container movements • Recycling sack deliveries <p>Re-Implement of Whitespace (Version 11) We will reimplement Whitespace as Version 11 after testing and development of key functions. This will enable us to develop a 'fit for purpose' info management system for all service users, including managers, crews, deliveries internal stakeholders, residents, and businesses. A core aim of this project is to streamline the overall user experience and customer journey. Part of reimplementing will be training of all staff on updated version of Whitespace.</p> <p>Mobile phones for sweepers Every sweeper will be issued with their own phone, with data to use. This will enable frontline staff to report any issues they are facing and record clean streets upon completion of the job.</p>	Project Team/BAU	<p>£200,000</p> <p>£50,000</p>

	<p>FiFi Update the find it fix application to meet the demands of our new services</p>		£50,000
<p>Communication and Consultation Plans</p>	<p>To ensure deliverables are communicated and consulted on as required, there is a need for an overarching communications plan that embeds the relevant comms required for each of the project streams.</p> <p>It will be important to develop a meaningful comms plan that utilises local community channels to share our service improvements plus encouraging a wider community response to improve our environment (street leader scheme) including improving recycling. The comms plan will differentiate targeting three main demographics: the young generation through utilisation of social media platforms including the newly launched local authority TikTok; use the locally based social media influencers. The use of non-mainstream media such as of channel S and equivalent for communities to widen “reach”. Utilise our places of worship and our community leaders to take up the challenge of improving our borough.</p> <p>Advertising the FiFi App to increase awareness and usage.</p> <p>Work with the Young Mayor on engagement and campaigns to engage with younger people on taking responsibility for their environment (Don't be a Waste Man, Own your waste man campaign)</p> <p>Develop a street theatre campaign, including my space my place and the guerrilla (gorilla) cleansing squad. This campaign will make a huge difference to how we connect to not just those that live here but also those passing through.</p> <p>A borough wide bill board campaign telling everyone information such as, that we are the cleanest borough in London, that 99.45% of our bins are collected on time, that we have so many award winning green flag parks!</p>	Project Team	£100,000
<p>Community Engagement</p>	<p>We will create and launch an ambitious new Street Leader (SL) scheme. Street Leaders will consist of community volunteers who take the responsibility for all environmental issues in their area and encourage residents to actively report and engage with cleaning up their neighbourhood and celebrate their achievements.</p> <p>Each Street Leader will be given a unique ID code via find it fix it app. When they engage and report waste issues, they gain points and can win monthly prizes (vouchers, iPad, Play station etc). Each SL will be receive bespoke training.</p>	Project	£50,000

	<p>The Street Leader will be issued with free graffiti removal kits, litter pickers etc so they can actively participate in improving the cleanliness of the borough. There will be bi annual conference celebrating their successes and their achievements in making our borough the cleanest in London.</p>		
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Risks and Implications:

Poor waste services and increase in operating costs due to poor alignment and structures

Value for Money and Efficiency:

Long term efficiencies

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

GROWTH PROPOSAL

Proposal Title:	Free Swimming for Women and 55+ Male Seniors		
Reference:	GRO / COM 005 / 24-25	Growth Type:	Mayoral Priority
Directorate:	Communities	Growth Service Area:	Cultural and related services
Directorate Service:	Leisure	Strategic Priority:	1. Tackling the cost-of-living crisis 4. Boosting culture, business, jobs, and leisure 5. Investing in public service
Lead Officer and Post:	Simon Jones, Head of Leisure Operations	Lead Member and Portfolio:	Cllr Iqbal Hossain, Cabinet Member for Culture and Recreation

Financial Impact:	Current Budget 2023-24	Growth 2024-25	Growth 2025-26	Growth 2026-27	Total Growth
Budget (£000)	N/A	248	-	-	248

Staffing Impact (if applicable):	Current 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	FTE Increase 2026-27	Total FTE Increase
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

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Free Swimming for Women

- In May 2022 the Mayor and Cabinet made the decision to bring leisure services in-house.
- The Council will operate the service to benefit those hard-to-reach communities, such as BAME women and SEND children, to promote healthy living and wellbeing.
- There are currently 17.5 hours of dedicated women only swimming provision across the four pools in Tower Hamlets per week.
- Tower Hamlets has the largest growth of any borough throughout the UK.
- The borough is predominantly made up of those from an Asian/Bangladeshi background (44.4%) and those of the Islamic faith (39.9%).
- 1 in 5 females across the Borough have been classified as inactive.
- Female participation remains at the forefront of targeted provision, set out within the Mayor's manifesto.
- Women feel recreational facilities are an area where inequality is particularly evident.
- Many women find it difficult to engage in this activity due to various cultural, religious, and personal reasons.
- Approximately 148,800 (48%) of the total population in Tower Hamlets are female. (2021, Census).
- Currently 38% of leisure centre usage is by females.
- During the Summer the team carried out consultations with the local community, we asked what activities they would most like to participate in, swimming was ranked as their second choice after general fitness, circa 250 people took part in the survey.
- It is crucial that we establish an inclusive and culturally sensitive environment for our community members.
- Women's only swimming sessions play a pivotal role in addressing these inequalities.
- A safe space for women to engage in physical activity, fostering both their physical and mental well-being is desired.
- Regular exercise has been proven to reduce stress, anxiety, and depression, while also enhancing self-esteem and body image.

Current Offering

- GLL offered 280 hours of women's only aquatic sessions in 2023.
- This is a combination of Swimming Sessions, Swimming Lessons and Aqua Aerobics
- Women only sessions currently see 3300 attendees across all 4 pools which is a penetration of 2% of the local female population if all are unique visits, we therefore assume the genuine penetration rate is below 1%

NGB and Partner Insight

- 64% of females from all ethnically diverse communities cannot swim compared to 17% of white females – Swim England
- 76% of South Asian females are unable to swim – Swim England
- Only 63% of the ethnically diverse community feel it is easy to take part in swimming, compared to 71% of white females – Swim England
- Only 59% of the ethnically diverse community see swimming as accessible – Swim England
- Swimming is currently helping the NHS save £357 million a year nationally – 4 Global

Planned Offering

- To provide female lifeguards to supervise all qualifying sessions.
- To offer 240 free spaces for women only sessions per week (12480 annual) with an expected up take of 85%, 204 users per week (10,608 annual)
- Aim to see an initial uptake of 85% on these spaces equating to 10,608 visits (7,308 more than current)

. Easy booking system for a smooth customer journey via five customer channels;

- Centralised call centre
- Online booking
- On App Booking
- At site staff booking
- Through a chat bot online (date tbc)

Planned Outcomes

- Raise penetration of local community from 2% to 7% in female based aquatic activities.
- Remove barriers of access to aquatic activities for low-income households within the borough.
- To instil confidence into the local female community that our facilities and activities are safe and suitable.
- See a rise in activity throughout the local community both in swimming and other physical activities.
- Increase positive health markers for local community and reduce costs to the NHS.

To provide free access to women sessions for all eligible residents to increase participation of sports activities within the demographic at no cost to the user. Each participant will be provided with a membership card linked to the LMS allowing the ability to book and participate in women aquatic related sessions at no additional cost.

The sessions available to Women under this scheme will be;

Women Sessions

Site	Session	Day	Start	Finish
Mile End	Swim	Tuesday	10:00	13:30
Mile End	Aqua	Tuesday	12:00	15:00
Mile End	Swim	Wednesday	17:00	22:00
Poplar	Swim	Monday	09:00	12:00
Poplar	Swim	Tuesday	17:00	22:00
Poplar	Aqua	Wednesday	12:00	15:00
Tiller	Swim	Thursday	18:00	22:00
York Hall	Swim	Tuesday	16:00	22:00

55+ Swimming (men only)

The borough has seen the largest increase in residents over the age of 60 (34%) with 70-74 being the highest with a 37% increase.

- 48% of people over 70 have been classified as inactive.
- A recent study found that men who swam regularly had a 53% lower risk of dying from cardiovascular disease.
- it is crucial that we establish an inclusive environment that caters to the diverse needs of our community members.
- A safe and simple customer journey to engage in physical activity, fostering both their physical and mental well-being is desired.
- Regular exercise has been proven to reduce stress, anxiety, and depression, while also enhancing self-esteem and body image.

Current Offering

- 55+ are currently eligible to register for a concessionary membership which provides them with a reduced rate on certain activities.

NGB and Partner Insight

- Swimming is currently helping the NHS save £357 million a year nationally – 4 Global
- Recognised as the best form of exercise for senior citizens – Swim England

Planned Offering

- To offer 30 free spaces for 55+ (men only) at each pool on each day, allowing 43,680 free swimming opportunities annually.
- Aim to see an initial uptake of 85% on these spaces equating to 37,128 visits.
- Easy and sympathetic booking system for a smooth customer journey.

Planned Outcomes

- Remove barriers of access to aquatic activities for low-income households within the borough.
- To instil confidence into the 55+ men section of the local community that our facilities and activities are safe and suitable.
- See a rise in activity throughout the local community both in swimming and other physical activities.
- Increase positive health markers for local community and reduce costs to the NHS.

To provide free access to 55+men for an hour per day to increase participation of sports activities within the demographic at no cost to the user. Each participant will be provided with a membership card linked to the LMS allowing the ability to book and participate in specified sessions at no additional cost.

The Sessions available to 55+ under this scheme would be:

55+ (men only) Free Swimming Sessions - All Pools

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
13:30 - 15:30	13:30 - 15:30	13:30 - 15:30	13:30 - 15:30	18:00 - 20:00	13:30 - 15:30	13:30 - 15:30

Budgeted Outcomes / Accountability (focus on improved performance):

The proposal will help to remove barriers to exercise for the 2 target groups listed, helping links to local healthier living initiatives and increasing physical activity within the local community

The proposal will allocate 30 spaces per hour for each type of qualifying session this is costed below at the current rate for a swim at the appropriate price level from 1st May 2024.

Women Session - Adult Swim £7.90
55+ – Off Peak Concessionary - £2.60

Women Sessions

Site	Session	Day	Start	Finish	Hours	Spaces	Value
Mile End	Swim	Tuesday	10:00	13:15	3.25	30	£ 770.25
Mile End	Aqua	Tuesday	12:30	13:30	1.00	30	£ 237.00
Mile End	Swim	Wednesday	12:30	13:15	0.75	30	£ 177.75
Poplar	Swim	Monday	09:00	12:00	3.00	30	£ 711.00
Poplar	Swim	Tuesday	12:00	14:00	2.00	30	£ 474.00
Poplar	Aqua	Wednesday	18:30	19:30	1.00	30	£ 237.00
Tiller	Swim	Thursday	19:00	20:00	1.00	30	£ 237.00
York Hall	Swim	Tuesday	19:00	21:30	2.50	30	£ 592.50

Weekly Total	£ 3,436.50
Annual Total	£ 178,698.00

55+ Sessions (men only)

Site	Session	Day	Start	Finish	Hours	Spaces	Value
York Hall	Swim	Monday	13:30	14:30	1.00	30	£ 78.00
York Hall	Swim	Tuesday	13:30	14:30	1.00	30	£ 78.00
York Hall	Swim	Wednesday	13:30	14:30	1.00	30	£ 78.00
York Hall	Swim	Thursday	13:30	14:30	1.00	30	£ 78.00
York Hall	Swim	Friday	13:30	14:30	1.00	30	£ 78.00
York Hall	Swim	Saturday	13:30	14:30	1.00	30	£ 78.00
York Hall	Swim	Sunday	13:30	14:30	1.00	30	£ 78.00
Mile End	Swim	Monday	13:30	14:30	1.00	30	£ 78.00
Mile End	Swim	Tuesday	13:30	14:30	1.00	30	£ 78.00
Mile End	Swim	Wednesday	13:30	14:30	1.00	30	£ 78.00
Mile End	Swim	Thursday	13:30	14:30	1.00	30	£ 78.00
Mile End	Swim	Friday	13:30	14:30	1.00	30	£ 78.00
Mile End	Swim	Saturday	13:30	14:30	1.00	30	£ 78.00
Mile End	Swim	Sunday	13:30	14:30	1.00	30	£ 78.00

Weekly Total	£ 2,184.00
Annual Total	£ 113,568.00

Tiller	Swim	Monday	13:30	14:30	1.00	30	£ 78.00
Tiller	Swim	Tuesday	13:30	14:30	1.00	30	£ 78.00
Tiller	Swim	Wednesday	13:30	14:30	1.00	30	£ 78.00
Tiller	Swim	Thursday	13:30	14:30	1.00	30	£ 78.00
Tiller	Swim	Friday	13:30	14:30	1.00	30	£ 78.00
Tiller	Swim	Saturday	13:30	14:30	1.00	30	£ 78.00
Tiller	Swim	Sunday	13:30	14:30	1.00	30	£ 78.00
Poplar	Swim	Monday	13:30	14:30	1.00	30	£ 78.00
Poplar	Swim	Tuesday	13:30	14:30	1.00	30	£ 78.00
Poplar	Swim	Wednesday	13:30	14:30	1.00	30	£ 78.00
Poplar	Swim	Thursday	13:30	14:30	1.00	30	£ 78.00
Poplar	Swim	Friday	13:30	14:30	1.00	30	£ 78.00
Poplar	Swim	Saturday	13:30	14:30	1.00	30	£ 78.00
Poplar	Swim	Sunday	13:30	14:30	1.00	30	£ 78.00

This would see the total value of funded places cost - £292,266 based on all spaces for all sessions being utilised.

We anticipate an uptake of 85% which would lead to a total value of £248,426

Risks and Implications:

There is no inherent risk as all potential loss of income would be covered by the project funding.

Value for Money and Efficiency:

As the service will be provided for free the project would see an uptake in usage by the target groups when supported by marketing within the local community.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

GROWTH PROPOSAL

Proposal Title:	Temporary Accommodation (cost pressure above Housing Benefit subsidy)		
Reference:	GRO / HAR 001 / 24-25	Growth Type:	Unavoidable Growth
Directorate:	Housing and Regeneration	Growth Service Area:	Housing (General Fund)
Directorate Service:	Housing Options	Strategic Priority:	2. Providing homes for the future
Lead Officer and Post:	Abul Kalam, Service Manager – Housing Management & Procurement	Lead Member and Portfolio:	Cllr Kabir Ahmed, Cabinet Member for Regeneration, Inclusive Development and Housebuilding

Financial Impact:	Current Budget 2023-24	Growth 2024-25	Growth 2025-26	Growth 2026-27	Total Growth
Budget (£000)	5,000	4,500	-	-	4,500

Staffing Impact (if applicable):	Current 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	FTE Increase 2026-27	Total FTE Increase
Employees (FTE) or state N/A	-	-	-	-	-

Proposal Summary:

The Housing Options Service currently has over 2,700 households in temporary accommodation, of these 1,500 are private rented accommodation.

Homelessness is increasing nationally due to market conditions and the cost of living.

Following the extension of the Local Housing Allowance (LHA) based subsidy scheme to people living in temporary accommodation from April 2010, the Government introduced a cap on the level of benefits paid that were eligible for Housing Benefit (HB) subsidy. This means that although a household may be eligible for full benefit on a property, the amount of the benefit that the Council can recover from the DWP in HB subsidy is capped.

The amount the council can claim back is based on 90% of the January 2011 LHA rate which is substantially below current market rates, and the Council has had to increase the amount it is paying for temporary accommodation in order to maintain supply to meet its statutory duty. The Council has no alternative but to subsidise the rents for homeless households if they exceed temporary accommodation subsidy rates as all properties have to be affordable if they are to be deemed suitable. We, along with other boroughs and London Council's are lobbying Government to review this.

The impact of the shortfall in temporary accommodation subsidy is a net charge to the Council's HB budget. The estimated shortfall in the budget is forecasted to be £4.5m, which cannot be met from within existing budgets. The extent of the unadjusted increase in Subsidy loss since 2016/17 can be seen in the table below with increase of over 184% over the 7 years.

2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
£3,903,546	£4,345,368	£5,131,048	£6,012,341	£7,431,645	£6,890,120	7,206,159

This cost has previously been held separately and has been covered off initially by one off funding and then by a permanent growth bid.

A range of actions are being utilised i.e. reduced use of expensive B&B accommodation, capping b&b rents at the one bed LHA and further measures are being considered, including greater use of out of borough accommodation, including outside of London, all of which should reduce the amount of the HB subsidy loss.

Some boroughs are placing as far as Peterborough to meet their homelessness obligations. Whilst we do not want to move households as far as this, it is something that we would need to consider as part of our placement policy review which is currently underway.

Below is a benchmark of Tower Hamlets LHA against 2 other boroughs, Southend and Luton

	1	2	3
Tower Hamlets	295.49	365.92	441.86
HB subsidy	216	270	315
HB subsidy loss	-79.49	-95.92	-126.86

Southend	138.08	182.96	230.14
HB subsidy	103.84	135	170.38
HB subsidy loss	-34.24	-47.96	-59.76

Luton	143.84	178.36	224.38
HB subsidy	103.84	124.61	150.38
HB subsidy loss	-40	-53.75	-74

At present, 51% of our households are in the borough with 85% of the 49% outside of the borough in East London boroughs.

Budgeted Outcomes / Accountability (focus on improved performance):

This pressure was countered in 2021/22 by utilising one off resources in the form of Covid funding and a growth bid for 22/23 (£4m)

Risks and Implications:

If this growth bid is not approved there will be an ongoing pressure on the budget.

Value for Money and Efficiency:

Overall, this will add no value for money or efficiency

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:

GROWTH PROPOSAL

Proposal Title:	Temporary Accommodation – increasing temporary accommodation rates to increase supply		
Reference:	GRO / HAR 002 / 24-25	Growth Type:	Unavoidable Growth
Directorate:	Housing and Regeneration	Growth Service Area:	Housing (General Fund)
Directorate Service:	Housing Options	Strategic Priority:	2. Providing homes for the future
Lead Officer and Post:	Abul Kalam, Service Manager – Housing Management & Procurement	Lead Member and Portfolio:	Cllr Kabir Ahmed, Cabinet Member for Regeneration, Inclusive Development and Housebuilding

Financial Impact:	Current Budget 2023-24	Growth 2024-25	Growth 2025-26	Growth 2026-27	Total Growth
Budget (£000)	-	3,450	(1,450)	(2,000)	-
Staffing Impact (if applicable):	Current 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	FTE Increase 2026-27	Total FTE Increase
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

The council needs to manage the increasing TA/PRS pressures that it faces due to a continuing rise in the number of households approaching the Housing Options Service for housing assistance.

There is an immediate need to increase TA rents because we are competing with other local authorities to procure accommodation in the borough which unfortunately because of the contracting supply of suitable temporary accommodation in the borough leads to the council having no choice but to place households into unsuitable bed and breakfast (B&B) accommodation, for longer than is legally permitted. Consequently, this reliance on B&B accommodation means that we are currently not meeting our legal obligations and are at continued risk of judicial reviews.

Whilst growth of 3,450m is being requested, this is reduced over the following financial years as the intention is to reduce the number of households in TA and rehouse more households into private rented and social housing. We would also be working with landlords to convert TA into PRS accommodation. Converting more TA to PRS would reduce the number of households in TA and would also release us from the pressures of increasing our HB subsidy loss as the household would be claiming Universal Credit Housing Cost rather than HB.

The 3,450m is based on the current accommodation requirements for 260 households that are ununsuitable accommodation, to get us into a position where we are legally compliant. This is also based on the current projected TA expenditure forecasted to the end of the FY.

Currently, there are 211 families in B&B of which, 155 have been in B&B for more than 6 weeks.

This growth is required to enable us to pay the landlord a higher rent whilst not passing this onto the resident. Passing on a rent increase to the resident will make the accommodation unaffordable and would then put us foul of the Suitability of Accommodation Order as this would bring in further suitability issues which we could be challenged against, including being JR'd.. We would also not want to add additional pressure on the HB subsidy loss.

An example of the cost of a 1 bed TA in the borough;

Current model

Rent to landlord	365
Resident charge	287.35
HB subsidy	216

HB subsidy loss	-71.35
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Model if all charge passed to resident

Rent to landlord	365
Resident charge	365
HB subsidy	216
HB subsidy loss	-149

The second model would also increase the rent to the resident by £69.08 above the one bed LHA

Figures are fluid, we are trying to reduce B&B but need to continue paying top up rents to landlords above what the resident is charged to keep households in the borough.

We are still housing households outside of the borough but if the rents re not topped up to keep inline with the market trend, we will have to start placing more households outside of the borough and outside of London. The number of families placed into Kent has more than doubled in the last 5 months. During the same period in 2022, we had 20 households in Kent, we now have 48.

Budgeted Outcomes / Accountability (focus on improved performance):

This growth will enable the service to procure more properties in the borough, meaning keeping more households in the borough.

In accordance with the Mayor's wishes to keep everyone in the borough, this will enable us to keep more households in the borough, and when in a position of having no families in unsuitable accommodation, we would focus on moving other households back to the borough, dependent on supply.

Risks and Implications:

If growth is not agreed, this would be placing households outside of the borough and potentially outside of London. We would also be procuring accommodation outside of the borough where rents are similar to our Tower Hamlets rates and would mean more pressure on HB subsidy loss.

Value for Money and Efficiency:

This will not add any value for money but will improve efficiency as it is a statutory requirement to place households in the borough in the first instance and then neighbouring boroughs. It will also reduce the number of statutory and judicial reviews the borough receives.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

GROWTH PROPOSAL

Proposal Title:	Future of Building Control – Responding to Grenfell Part 2
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Reference:	GRO / HAR 003 / 24-25	Growth Type:	Unavoidable Growth
Directorate:	Housing and Regeneration	Growth Service Area:	Planning and development services
Directorate Service:	Planning and Building Control (P&BC)	Strategic Priority Outcome:	2. Providing homes for the future
Lead Officer and Post:	David Williams, Director, Planning and Building Control (P&BC)	Lead Member and Portfolio:	Cllr Kabir Ahmed, Cabinet Member for Regeneration, Inclusive Development and Housebuilding

Financial Impact:	Current Budget 2023-24	Growth 2024-25	Growth 2025-26	Growth 2026-27	Total Growth
Budget (£000)	883	501	(50)	(200)	251

Staffing Impact (if applicable):	Current 2023-24	FTE Increase 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	Total FTE Increase
Employees (FTE) or state N/A	20	5	-	-	5

Proposal Summary:

Context

This is the second part of a Growth Bid process started in 22-23 for 23-24 and 24-25.

Background and Part 1

Over the last 12 months the council has been working hard to detail how it proposes to address the requirements of the Building Safety Act 2022, the governments regulatory response to the Grenfell Tragedy of 2017, to ensure such a tragedy can never happen again.

This culminated in a part successful growth bid by Planning & Building Control for 23-24 of £401k with an additional reserved basic additional amount for 24-25 of £464k. However, this fell short of the amount identified as required at the time and requirements have since increased as we now better understand the details of the act and our capacity to respond. This growth bid reflects our current assessment of what is needed to enable the council to provide a robust response to the new legislation and its subsequent regulations, implementation and delivery model. We cannot and must not leave the safety from fire for all our residents in any sort of uncertainty, the implications of failure are so disastrous as witnessed at Grenfell they cannot be repeated.

For a Borough like Tower Hamlets with its nationally significant stock of higher risk residential and other buildings (over 18 meters in height), currently numbering over 1000 this is not a nice to have. We are in the spotlight and the government has already visited LBTH, noted our proliferation of higher-risk buildings and indicated they would like to understand our response, seeing us as amongst the leaders in this field.

The government has been busy setting up the infrastructure within which we will need to operate with the establishment of the National Building Safety Regulator (BSR) positioned under the Health & Safety Executive (HSE) and the identification, for London, of the “London Hub” (City of London Corporation).

The Building Safety Regulator will be the Building Control body for all higher risk buildings (mainly buildings with residential 18m or over), however the work will actually be carried out at the local level. It will be distributed via the London Hub, with the relevant local authority being the first port of call to take on the work. Given the large number of tall buildings in the pipeline and our focus on delivering the homes our residents need, we need to be able to ensure those buildings are safe and thus need the right resources, skills and expertise in the team.

We need to recruit and retain a body of Registered Building Inspectors (RBI) that can offer the capacity to possibly both:

(i). Assess new development proposals and (ii). Be part of a multi-disciplinary team to assess existing structures, these are then reassessed every 5 years to be certified (this is now looking less likely at this time although we do understand that the whole system may be revisited in the light of the Grenfell Inquiry report once it is published. In any event to do this we must significantly grow the BC team, which requires additional Funding.

Part 1 – Decisions

Year 1: Approved £401k.

The first growth bid secured funding for 6 months of this year the funding at senior grades for x5 RBI. We will be competing nationally for staff who are already amongst the hardest to recruit and who will need to be validated as competent and carry substantial responsibility in the assessment process so the grades are senior.

We are also looking to upskill some of the existing experienced staff to become validated as competent so they can also be RBI as well as part of our existing staff saving money on additional new staff. We estimate that x5 roles will eventually secure this status but it is testing and our staff are mainly inexperienced. We have amended grades to deliver this pathway.

We are also aware that there is a national recruitment crisis in Building Control so we have, for a number of years now, developed a grow your own/workforce to reflect the community approach and successfully embedded a pathway for trainees to join and be supported to be surveyors. With a particular interest in encouraging local talent to take advantage of this pathway. This takes around 6-10 years to be able to assess buildings of the scale we have in LBTH so we are also adding capacity in the structure to secure staff earlier as apprentices (x2) and added roles at trainee (x1), surveyor (x1) and principal (x1) reviewing grades so this help us develop a supply to replace retiring experienced staff, reward and retain staff much cheaper than prevailing market salaries.

It is also worth remembering that the existing BC service is a trading account so the general fund contributes only 40% of the cost of a post, furthermore it is considered likely that the act will also deliver extra, chargeable work through local authority building control as the private sector will not be able to undertake the work, so income should increase. The growth fund bid also included support for training and developing for all additional staff as well as supporting existing staff to secure competence as RBI.

Year 2: Already approved £464k.

This was significantly less than the amount required (and discussed and agreed with the Mayor). The growth bid had requested over £800k in a live changing environment, but the sum was reduced to the £464k figure with no explanation given for the reduction or what was no longer being expected to be delivered as part of the bid.

Because of how crucial this growth bid is to how we can respond to the BSA and concern over this reduced amount, discussions were had with the past CEO and the current interim to ensure understanding of the importance of the growth bid. The suggested approach was to revisit year two in 2023/24 (i.e. now) and year three next year.

We have established that the reduced Year 2 sum embeds the full 12 months cost of x5 RBI at Grade M-O, embeds the full 40% cost of the additional existing staff and the developmental costs for staff. We think it also delivers capacity for an additional x2 RBI.

Year 2: Additional Requested in this Proposal £501k

Appendix 1 attached details more specifically this proposal.

We consider as a minimum we should add:

- the cost of x3 further RBI (this will then give us x10 new overall and in time x5 internally compliant senior staff)
- expertise training/validation/competence support and training costs for staff
- two specialist officers in drainage and in mechanical and electrical surveying
- a 50% contribution to the administration of this new system in Building Control would complete the service offer at this stage.

We are not proposing to expand numbers of administrative staff but rather review job descriptions to ensure they can take on the work. There may well be future administrative support needed but this is not yet known. There may in time need to be more RBI but hopefully at that point we would be in a cost recovery phase so no further growth fund would potentially be required.

Budgeted Outcomes / Accountability (focus on improved performance):

It should be noted that the bid for these Growth Funds are, in the main temporary, and funding will be re-directed back to the general fund once income from the BSR starts to come into the council. All work for the BSR is charged at a per hour rate so once work commences we will be able to start to bill the BSR at stages and receive an income. However, this will take a few years to start receiving an income this way as buildings new to the process will take a few years to get to delivery and then to hit construction milestones, some of these structures take many years through many phases to complete. We do not envisage any significant income until around 26-27. Growth Funding could then begin to be reduced in stages to minimise the ask of the general fund as far as possible. This means to an extent this Growth Bid is almost just to get the new approach embedded, rather than a long-term requirement. But exactly when that cost recovery will be of sufficient amount that we can reduce general fund budget is not yet known, so the assumption that we can reduce general fund by £50k in 25/26 and £200k in 26/27 will need to be reviewed (and the figure may go down or up).

It is hoped that this approach will secure, with fully filled posts, a Building Control service that will present LBTH as self-sufficient and able to manage and absorb all the available Building Control work it is asked to lead on in its own Borough.

The initial assessment by BC in discussion with peers across the profession identified provisionally that LBTH with its volume of new structures (many are higher than 18 metres (6/7 stories) and existing buildings would need up to 20 RBI staff. We have no way of knowing exactly at this stage, workload/capacity of an officer, complexity of requirements of the tasks involved in an as yet undetailed process but we are very anxious to ensure that in LB Tower Hamlets we do all we can to deliver a robust fit for purpose response.

As the system is new it is not possible to assess or even anticipate performance at this stage but this will inevitably emerge with monitoring over-time. We will be able to gather data about average income per proposal, time from work to income being received, case load capacity and assess levels of expertise we will also be able to put some more depth to anticipated benefits from regulation changes such as the likelihood of more building control work and therefore more income being received overall.

Risks and Implications:

Some of the main risks and implications are:

1. Fire Risk is a major national concern. The risk of fire in tall, higher risk, buildings in the borough is one which can endanger residents' lives (and that of fire fighters) and remains until all our buildings, especially those with any of the dangerous cladding on them have been fire safety reviewed and assessed (and reviewed regularly thereafter). This work will involve our building control staff working along with staff reporting to the new Building Safety Regulator. Reputationally it will be important for the council to take an assertive lead in reviewing the boroughs high risk building stock and providing confidence to its many residents.
2. Tower Hamlets likely has more higher risk tall buildings than any other local authority so we will be a high profile, influential, performer and need to respond to the challenge. If we do not this will carry a risk for all our residents and building users but it would also not reflect well reputationally on the local authority.
3. Without this review and rethink there is a risk that overtime the building control service will, as its experienced surveyors retire and other staff continue to be tempted away to the private sector, slowly surrender more competitive business to the private sector. This will mean the reduced capacity service will not be able to offer local residents and businesses, the professional high-quality service backed by a confidence in the council. For example, current major clients range from Canary Wharf PLC to Berkely Homes and Ballymore to local residents and business across the borough and bring in around a £1 million in fees. In addition, the BSA puts an expectation on local authorities to ensure they have a building control service to reflect their profile of buildings, as such we would be expected to have one of the biggest services in the country.
4. We have to have the required number of RBI to be able to take on the high-risk building work from the HSE. If we do not the HSE can put the council into special measures, which has both financial and reputational risks. The amount of new RBI staff we needed given our stock was initially assessed at 20. We are proposing following the partly successful part 1 bid to have 10 new RBI and to upskill and secure 5 internal staff to operate as RBI. This is still five posts short of that initial number. We may return for a further growth bid if we find that these initial staff are overloaded as this is a substantial risk to their effectiveness as illustrated in the findings of the Grenfell inquiry.

5. The recruitment process is not a formality and the Building Control industry, nationally, has intense recruitment difficulties. We have to hop that the recruitment package devised as part of this growth bid is attractive as all authorities with higher risk buildings will be working out how they can secure staff resources to do that same, at the same time. There is a risk at the implementation of the new regulations in April 24 that we have not managed to recruit enough RBI staff. We may have to revisit the package, cost and approach again if we are not securing enough qualified, competent registered staff.

Value for Money and Efficiency:

The cost of supplementing a local authority building control service to provide advice, expertise and assistance to residents and local businesses for years to come ensuring that the borough's building stock, especially it's higher-risk buildings are safe and fit for purpose is likely very small when compared to the impacts of just one high risk incident in the borough as the Grenfell tragedy has illustrated.

The Building Control service is already majority income funded from its trading account but this is not substantial enough to absorb any of the additional costs coming from the Building Safety Act. It is not yet clear whether the fire safety risk assessment works will provide additional income opportunities but the authority has so many high risk, tall buildings that it cannot afford to wait and see what may or may not happen it needs to build capacity and resilience early. Trying to recruit to roles will be extremely competitive as most city authorities with tall buildings will be looking for surveyors as well as the new Building Safety Regulator within the Health and Safety Executive.

Delivering against the proposal will, it is hoped, enable the trading potential and income generating role of building control to rebalance the financial position over-time and in the future the service will be able to secure a majority of its costs once more from a trading account/environment.

Effectively this proposal will be asking that this balance is switched for a temporary period to help redefine a new building control service delivering to it the capacity to fulfil on its fire safety duties and responsibilities and provide a competitive, attractive, high quality and efficient service fit for purpose going forward.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	Yes	Following Growth Bid 1 a restructure of Building Control is currently being implemented. All roles have been reviewed to ensure Fire Safety responsibilities from the Building Safety Act are accurately and consistently embraced.

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

Additional Information and Comments:

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GROWTH PROPOSAL

Proposal Title:	Care Technology Transformation		
Reference:	GRO / HAS 001 / 24-25	Growth Type:	Invest to Save
Directorate:	Health and Adult Social Care	Growth Service Area:	Adult Social Care
Directorate Service:	Adult Social Care & Integrated Commissioning	Strategic Priority:	5. Investing in public services
Lead Officer and Post:	Darren Ingram, Service Manager – Living Well; and Gillian Beadle-Phelps – Service Manager for Initial Assessment, Safeguarding, and Telecare	Lead Member and Portfolio:	Cllr Gulam Kibria Choudhury , Cabinet Member for Health, Wellbeing and Social Care

Financial Impact:	Current Budget 2023-24	Growth 2024-25	Growth 2025-26	Growth 2026-27	Total Growth
Budget (£000)	1,223	962	(449)	146	659

Staffing Impact (if applicable):	Current 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	FTE Increase 2026-27	Total FTE Increase
Employees (FTE) or state N/A	15 FTE	3	-	3	6

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Proposal Summary:

This growth proposal needs to be considered alongside the associated capital growth proposal and the savings proposal as it is an invest-to-save.

The figures in the table above show the cumulative growth required each year and assumes that once the growth is added to the base budget it is then available again in the next financial year. As there are different budget requirements each year the amount required goes up and down.
The current budget is the total current budget – it is not currently separated into a Capital and Revenue budget.

The proposal is to undertake a Care Technology transformation project, delivered over a five-year period, that will result in a significant increase in the number of residents using care technology from approximately 1,800 currently to approximately 4,400 in five years' time. The range of care technology on offer to residents will be increased, making better use of more innovative solutions and taking a personalised approach that focuses on finding the right solution to meet that individuals need. Care technology will be expanded into new cohorts, widening the offer from the mostly older population that the telecare service currently supports. There will be an increased focus on prevention, such as prevention of falls and preventing long-term conditions that result in people requiring adult social care support.

The result of the increased number of care technology users will be the prevention, reduction or delay of the type of needs that would otherwise require the provision of more costly social care support. The two largest areas of prevention, reduction or delay of need will be on those requiring care at home (homecare) and those requiring residential or nursing care. The significant majority (88%) of the saving will come from the prevention and delay of packages of care that would otherwise have been required; the remaining 12% will come from reductions to existing care packages that are no longer required due to needs being met through technology.

See the savings proposal for further detail of the transformation project.

The revenue requirements will fund the staffing required to grow the number of care technology users, the resources needed to deliver the project including the commissioning of a technology partner.

Budgeted Outcomes / Accountability (focus on improved performance):

Delivering an improved care technology offer is a key part of the Council's Adult Social Care vision and strategy. The strategy sets out the response to a series of challenges that the Council faces around poverty, financial pressures and recovery from Covid-19. Care Technology supports work around developing a strengths-based approach to social care, appreciating the things people can do as well as the things they need help with.

Care technology transformation supports the priorities set out in the Council's Strategic Plan:

Priority 2: Homes for the future - in particular the ambition to adapt homes for disabled residents. Care technology can act as 'digital adaptations' enabling disabled people to better access their homes and remain in them for longer.

Priority 5: Invest in public services – providing high quality financially sustainable services for adults to meet their goals. Care technology can support residents to achieve their goals, live more independently and reduce spend in adult social care. Care technology also enables the Council to achieve its ambition to work in collaboration with the North East London Integrated Care System to deliver integrated health and care services.

Risks and Implications:

Not securing the growth funding to undertake this project is the biggest risk. This project cannot be delivered within existing resources. Any reduced level of growth being approved would require the savings to be recalculated.

There is a risk that the saving would not be achieved, either because of the numbers of residents receiving care technology not being achieved, or because the prevention, reduction or delay of need not materialising. The business case that these figures have been based on has taken a conservative approach to identifying the numbers of residents who could benefit and of the financial benefits and this mitigates this risk.

A full benefits realisation system will be put in place as part of this project. For every individual receiving care technology the financial benefits will be tracked and recorded. Progress will be reported as part of the project governance.

Value for Money and Efficiency:

This savings proposal is an invest to save proposal, for every £1 of investment there will be £2 of net benefits to the Council, from reduced, delayed or prevented needs that would have required care services to be put in place.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:
Not at this stage.

GROWTH PROPOSAL

Proposal Title:	Adult Social Care Demographic Pressures and Inflation		
Reference:	GRO / HAS 002 / 24-25	Growth Type:	Unavoidable Growth
Directorate:	Health and Adult Social Care	Growth Service Area:	Adult Social Care
Directorate Service:	Adult Social Care	Strategic Priority:	5. Investing in public services
Lead Officer and Post:	Katie O'Driscoll, Director, Adult Social Care	Lead Member and Portfolio:	Cllr Gulam Kibria Choudhury , Cabinet Member for Health, Wellbeing and Social Care

Financial Impact:	Current Budget 2023-24	Growth 2024-25	Growth 2025-26	Growth 2026-27	Total Growth
Budget (£000)	115,909	(2,381)	181	4,958	2,758
Staffing Impact (if applicable):	Current 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	FTE Increase 2026-27	Total FTE Increase
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

Demographic pressures in adult social care have been recognised nationally as a growing concern for local authority budgets. The government has allowed local authorities to add a precept increase to council tax but demand for services continues to rise. In Tower Hamlets, the adult social care precept has historically been used to fund demographic pressures in adult social care. The demographic growth calculation assumes that increases in population, combined with other demographic factors detailed below will lead to more clients needing social care support for longer. National and local policy is designed to maintain independence for as long as possible through community-based support, thus reducing the need for more costly residential services. However, more people are living longer with more complex needs. Predicted population growth in Tower Hamlets will inevitably bring an increase in the number of people who need adult social care services. Tower Hamlets has high levels of deprivation, which in turn is associated with poor mental and physical health. Deprivation levels may be further exacerbated by welfare reform. An increase in the number of people living for longer with poor health is also a factor driving an increase in demand for adult social care across all client groups. There is likely to be an increased demand for adult social care from all sections of the population as it continues to expand.

This bid uses estimated growth rates from the Department of Health sponsored systems 'Projecting Adult Needs and Service Information' (PANSI) and 'Projecting Older People Population Information' (POPPI) systems. The two systems combine population projections with benefits data and research on expected prevalence rates to produce projections of the likely future demand on social care and health services. Projections from POPPI and PANSI for previous years have proven to be reasonably accurate and we are satisfied that these are the most robust figures available for calculating projections of future growth in demand for adult social care for older people and adults accessing physical disability and mental health services.

Recalculation of the demographic growth previously agreed has been undertaken, using the POPPI and PANSI data for 2023 to 2040, by client group, age group as well as by need assessment. A reduction has been made for projected deaths in each financial year.

For 2024/25 there is an estimated demographic growth requirement of £2.92m. This has been reduced from the previous growth assumption of £6.8m (a reduction of £3.88m) due to the assumption of the current Adult Social Care Discharge Grant continuing for a further financial year, but with a reduced amount of £1.57m (National Grant estimate of £0.2 billion from the current £0.3 billion). For 2025/26 the estimated demographic growth requirement is £4.64m representing an additional £181k on the previously agreed growth. 2026/27 growth of £4.96m has not been previously agreed. Total demographic growth for the period 2024/25 to 2026/27 is an increase of £1.26m over previously agreed growth.

Higher levels of inflation than projected in 23/24 have also meant an additional £1.5m is needed on an ongoing basis from 24/25.

	2024-25	2025-26	2026-27
	£'000	£'000	£'000
ACS Demographic Pressures Originally in MTFS	6,804	4,463	-
Updated Demographic Pressures	2,923	4,644	4,958
Ongoing Savings / Growth	(3,881)	181	4,958
Inflationary Pressure	1,500		
Ongoing Savings / Growth after Inflation	(2,381)	181	4,958

Budgeted Outcomes / Accountability (focus on improved performance):

The funding is required to provide statutory Adult Social Care provision.

This growth bid relates directly to the strategic plan outcome – Invest in the provision of care for vulnerable members of our community.

The bid is necessary to ensure the council can fulfil its statutory duties to residents needing care and support, as articulated in the 2014 Care Act. It relates to the outcomes for adult social care expected nationally, as set out in the adult social care outcomes framework.

Accountability in adult social care is set out in our local quality assurance framework. In terms of our accountability of residents, a key mechanism is the annual local account. This publication is produced every year and sets out the quality and performance of services over the preceding 12 months. It enables residents to scrutinise and challenge our performance.

Risks and Implications:

The demographic growth calculations are based on POPPI and PANSI population growth estimations and are used to work out the new growth in client estimations. These are on top of the existing pressures in the ASC budget for existing clients. They assume a standard rate of complexity of care packages and therefore are a base calculation for population and ASC growth. Any increases in complexity during each financial year therefore become part of the ASC overspend position.

There is a risk that the Adult Social Care Discharge Fund in 2024/25 is lower than the current anticipated £1.57m.

There are still implications arising from care impacts of Long Covid that are not understood and therefore not part of these calculations. They are impacting ASC expenditure and are reflected within the current overspend position and not included in any growth assumptions. Impacts of future pandemics are also not built into any growth modelling.

Value for Money and Efficiency:

There are no resource implications arising from this growth bid.

The ASC Demographic growth budget is held on a central Directors ASC cost centre.

Implementation of demographic growth is administered via a quarterly calculation of all new clients to ASC in a quarter, and a budget virement to offset the actual cost of the care package during that quarter, to the appropriate ASC cost centre that is paying for that care. This ensures that only completely new clients and the associated cost of their care package is funded via the demographic growth budget.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

GROWTH PROPOSAL

Proposal Title:	Culturally Sensitive Extra Care Housing Development (linked to Capital Growth Bid)		
Reference:	GRO / HAS 003 / 24-25	Growth Type:	Mayoral Priority
Directorate:	Health and Adult Social Care	Growth Service Area:	Adult Social Care
Directorate Service:	Adult Social Care	Strategic Priority:	5. Investing in public services
Lead Officer and Post:	Hibo Mohamed, Senior Commissioning Manager, Housing with Care	Lead Member and Portfolio:	Cllr Gulam Kibria Choudhury, Cabinet Member for Health, Wellbeing and Social Care

Financial Impact:	Current Budget 2023-24	Growth 2024-25	Growth 2025-26	Growth 2026-27	Total Growth
Budget (£000)	3,417	-	305	(305)	-

Staffing Impact (if applicable):	Current 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	FTE Increase 2026-27	Total FTE Increase
Employees (FTE) or state N/A	-	-	-	-	-

Proposal Summary:

What is the proposal and its objectives?

One of the Mayor's capital priorities is an adult's home provision with care and support. The Housing with Care Strategy 2023-33 sets out the ambition to provide an additional 240 living spaces for adults with care and support needs within Extra Care Housing settings and this is the preferred route for meeting this priority. This proforma is based on a 60-bed unit on a single site, to deliver this.

A capital bid has been submitted for £20m for this development – once a site has been identified, this estimate will need to be reviewed based on the specific nature of the site and development possible within it.

The revenue impact of this additional provision will be to meet any initial costs of a new care and support provider, with a total revenue implication estimated to be £305k. This development is a high priority and therefore this has been programmed for 2025/26 - this will be kept under review. The process through which Adult Social Care plans for increased care and support costs is via demographic growth within the MTFS. Instead of using some of the demography funding for spot purchasing care beds outside of the borough, we will use this growth funding for additional care and support in a new Extra Care Housing scheme, through a contract, to deliver on the Mayor's priority.

A care and support provider will be commissioned for on-site support in the new scheme, although, we could step this up gradually as new residents move in, using our existing service provider as a contract variation. Longer term, the new Extra Care Housing scheme will be revenue neutral, or even provide cost avoidance opportunities, as we will be supporting people in these settings instead of residential and nursing care homes.

Any accommodation costs associated with the new Extra Care scheme will be met via the client or from Housing Benefit. It is therefore anticipated that the scheme will be provided via the HRA with Disabled Facilities Grant Funding (DFG) application for applicable specialist adaptations required in the properties during the building stage.

What will the proposal deliver?

The development of a new 60 bed extra care housing scheme on a single site that will provide a core service of 24-hour care and support through a block element contract with flexibility for additional care to be provided to those who need it. Referrals to the scheme will follow a Care Act assessment by Adult Social Care.

What is the motivation and reason for the proposal? Any changes in legislation etc.

The Tower Hamlets Housing with Care Strategy 2023-33 sets out the ambition to provide an additional 240 living spaces for adults within Extra Care Housing settings.

The Mayor also has a priority to deliver an adult home with care and support.

The Social Care Reform White Paper 'Putting People at the Heart of Care' recognises that people's homes are crucial to their well-being. This requires a systematic approach to the changing needs of people with care and support needs through effective joint working between housing, health and social care.

There are projected to be further significant population increases in Tower Hamlets over the next ten years, particularly for the 65+ population (@54% by 2033). This will bring with it a significant increase in demand for Adult Social Care. The Council currently have limited in borough provision of extra care housing to meet the existing demand, with significant numbers of people currently being placed out of borough to meet their care and support needs.

Why is this desirable?

There are likely to be significant benefits arising from extra care housing scheme, including:

- More choice and control for individuals receiving care
- Flexibility of care and support to reflect changes in need
- Increased independence
- Support to build and maintain relationships and community connections
- Better value for money

An additional benefit from this development will be a reduction in placements into residential and nursing care and a reduction in inappropriate and unnecessary admissions into hospital settings.

Evidence any numbers and cost drivers.

A review was undertaken to consider the future needs of older people (65+) and those with Learning Disabilities (LD) and Mental Health (MH) needs. These groups represent the vast majority of demand for bed-based care in the borough. The analysis showed the need for an additional 240 Extra Care Beds by 2033 to meet the growing population and changing needs of the residents of Tower Hamlets. The analysis also suggests that there are significant cost saving opportunities by moving away from the over reliance on residential care placements and opting for additional Extra Care Housing schemes.

Budgeted Outcomes / Accountability (focus on improved performance):

How does this proposal contribute to achieving the strategic priorities of the Council?

Providing high quality, financially sustainable services for adults to maintain their housing rights whilst having the care and support they require to promote their independence and wellbeing.

What are the expected improvements in service delivery & performance? Provide performance information data.

- The service provider is expected to promote and maintain a service user's wellbeing and contribute to the prevention or reduction of a person's care and support needs
- Genuine involvement of service users to define how care and support is delivered to meet their agreed desired outcomes – more control for individuals
- Increased choice for service users within Tower Hamlets
- Less admissions to care homes in line with national best practice and our Strategic Plan target

Risks and Implications:

Highlight any service and corporate associated risks

High value social care packages or placements into more costly care settings such as residential and nursing homes, with people placed outside of the borough can result in a higher number of GP visits, ambulance call outs and unplanned hospital admissions. This scheme will help mitigate these risks.

A suitable site needs to be identified and viability of the specific scheme fully assessed at this point. Risk of not identifying a suitable site and risk that costs may be higher than estimate – to be managed through the programme management and budget process.

Value for Money and Efficiency:

Provide justification for VFM and efficiency

It is anticipated that the new capital development of an Extra Care setting will provide Adult Social Care clients with improved choice and a high quality extra care offer and therefore result in lower costs/cost avoidance. The revenue growth will be utilised to fund the initial costs of the care and support provider.

Residents will directly pay for any accommodation costs via their own funding or via Housing Benefit claims (if they are eligible).

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	The eligibility for the service is limited to adults whose needs have been assessed by Council as being eligible to be met as per the Council's duties or powers under the Care Act 2014, the Mental Health Act 1983, or other associated legislation, regulations or guidance.
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

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

Additional Information and Comments:

GROWTH PROPOSAL

Proposal Title:	Comino hosting, licence, and contract renewal		
Reference:	GRO / RES 001 / 24-25	Growth Type:	Unavoidable Growth
Directorate:	Resources	Growth Service Area:	Central services
Directorate Service:	IT	Strategic Priority:	5. Investing in public services
Lead Officer and Post:	Adrian Gorst, Director of IT	Lead Member and Portfolio:	Cllr Saied Ahmed, Cabinet Member for Resources and the Cost of Living

Financial Impact:	Current Budget 2023-24	Growth 2024-25	Growth 2025-26	Growth 2026-27	Total Growth
Budget (£000)	78	136	(51)	-	85
Staffing Impact (if applicable):	Current 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	FTE Increase 2026-27	Total FTE Increase
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

The Comino (D360) application is a document and workflow management system used by Tower Hamlets Homes (THH), Housing Options, and the Benefits Service. There is a requirement to upgrade the application and the servers that host it due to being out of support.

This proposal involves transitioning to a more sustainable long-term solution by relocating hosting to the supplier, rather than the current on-premises Azure installation. This aligns with the strategic direction of the Council. Not upgrading the servers and the application poses a cyber security threat. Additionally, the supplier will not renew the contract when it expires on 31 March 2024 due to this risk.

Neither the IT Service nor Tower Hamlets Homes (THH), Housing Options, and the Benefits Service have the budget for 2024/25. This is due to increased costs for hosting and additional licensing cost when the contract expires. The estimated one-off project cost is £50,925, followed by an estimated annual recurring cost of £162,577 for hosting, support, and maintenance of the application. Therefore, the additional cost and growth budget required is £84,577 per year.

Budgeted Outcomes / Accountability (focus on improved performance):

Moving the application to supplier hosting would offer the Council continuity of supply and service. It would also ensure a longer-term sustainable solution, as the current version of the on-premises Azure installation is being discontinued. In two to three years, the Council would need to transition to the supplier hosting arrangement. If the Council chooses to stay on the on-premises Azure installation, it must upgrade to mitigate the risk of a cyber security threat and ensure service continuity. Therefore, commercially it is advantageous now to move to the supplier-hosted arrangement.

Risks and Implications:

The application is currently hosted in the Microsoft Azure environment of the Council. It is understood that the servers hosting the application are outdated and no longer supported by Microsoft, posing a cyber security risk to both the hosting environment and the application. Without the upgrades, the supplier would not renew the contract upon its expiration on 31 March 2023.

The option to “do nothing” is not feasible. It would adversely impact service delivery. If the contract is allowed to expire, the Council would be unable to deliver services to residents. Due to the absence of a contract in place, the Council would not be able to raise a purchase order (PO) for service continuity. Consequently, business continuity plans would need to be invoked.

Value for Money and Efficiency:

The supplier-hosted application solution provides several benefits to the Council. This includes:

- Mitigating the security threat by bringing the system to the latest version on servers and the application.
- A fully managed application that includes version update costs.
- Access to new features, such as enterprise search or drag-and-drop allocation, to provide efficiencies that were not previously available.
- The browser-based application is not affected by latency issues that traditional desktop solutions have.
- A new user interface that makes it easier for all users to navigate, allowing staff to perform tasks more quickly.
- Approach aligns the end dates of the housing (Northgate), revenues and benefits (Civica) contracts to end dates, to make future strategic decisions.
- Removes application downtime/operational risks to the authority.
- Civica's DIS reduces image sizes (existing and new ones) and is likely to provide improvements in document times, with a consequent, significant saving in staff resources.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:

GROWTH PROPOSAL

Proposal Title:	Council Tax Cost of Living Relief Fund		
Reference:	GRO / RES 002 / 24-25	Growth Type:	Mayoral Priority
Directorate:	Resources	Growth Service Area:	Central services
Directorate Service:	Revenues and Benefits	Strategic Priority:	1. Tackling the cost-of-living crisis
Lead Officer and Post:	Chris Boylett, Head of Revenues and Benefits	Lead Member and Portfolio:	Cllr Saied Ahmed, Cabinet Member for Resources and the Cost of Living

Financial Impact:	Current Budget 2023-24	Growth 2024-25	Growth 2025-26	Growth 2026-27	Total Growth
Budget (£000)	N/A	658	753	867	2,278
Staffing Impact (if applicable):	Current 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	FTE Increase 2026-27	Total FTE Increase
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

The proposal is to create a fund to protect those most impacted by an increase in Council Tax. The funding set aside to provide the scheme is equivalent to 17% of the additional income generated from a 2.99% increase in general Council Tax. A 2.99% general increase in Council Tax is £34.29 for a Band D property.

The existing CTR scheme will ensure that the poorest in the borough are not impacted by the proposed rise. It is therefore envisaged that the impact will be most felt in the 'squeezed middle'.

A fund is therefore proposed, based on annual total household gross income, the means tested threshold for 2024-25 is proposed to be capped at £49,500. The fund can be accessed by any household occupying their sole residence within the borough and not currently protected by the council tax discount scheme,

The fund will remain in place for the duration of the medium-term financial plan and the total household income threshold will be reviewed annually as part of the budget setting process.

The existing CTR scheme remains generous and unchanged and will continue to ensure that the poorest in the borough are not impacted by the proposed rise. Tower Hamlets residents' straddle 2 economic extremes; from the poorest (who are already supported as set out above) to the very wealthy, for whom the impact of the increase is modest (as illustrated on table x below). It is therefore envisaged that those most financially disadvantaged by this necessary increase will be households occupying their sole residence within the borough who are not cushioned by the current discount scheme and not receiving enough income to be able to absorb even modest increases in outgoings. This group is often referred to as the "squeezed middle".

It is difficult to find a reference source covering this section of our community. Integral to our proposals is a commitment to secure more data around this group which will enable a more targeted approach in the future. HMRC upper earning threshold for higher rate tax remains £50,270 which reflects the freeze in personal tax allowances at the equivalent 2022-23 rates.

We propose to establish a means tested fund with total gross household income threshold of £49,500 per annum for financial year 2024-25. We commit to maintaining the fund across the full 3-year period of this medium-term financial plan and will review the earnings threshold annually as part of our budget setting process.

We have a council tax base of 140,000 dwellings. c28,000 households currently benefit from our council tax discount scheme. Using the average weekly band d equivalent as an illustration the fund proposed for the coming year will protect an additional c19,000 households.

We have considered the risks associated with higher-than-expected demand on the scheme and have mitigated the risk by making adequate provision within our overall risk contingency for the coming year.

The table below illustrates the weekly impact of the proposed 2.99% general Council Tax rise by council tax band.

Property Band	A	B	C	D	E	F	G	H
Weekly increase	£0.44	£0.51	£0.59	£0.66	£0.81	£0.95	£1.10	£1.32

Using the total household gross income takes account of all household incomes and seems a fair bases on which to access the fund. The threshold set remains below the higher rate income tax threshold and circa 8% above the ONS average national weekly total earnings (AWE).

Budgeted Outcomes / Accountability (focus on improved performance):

The fund is intended to improve wealth inequality by supporting those most impacted with the additional Council Tax also providing community initiatives and projects.

Risks and Implications:

There is a risk the fund will not be sufficient. However, a considerable amount has been put aside for the fund to mitigate this.

Value for Money and Efficiency:

The fund helps ensures that community initiatives and projects can be funded without detriment to those most impacted.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

New Savings Summary

Appendix 4A

Title	Reference	Savings Type	Directorate	Service Area	2024-25 £'000	2025-26 £'000	2026-27 £'000	Total Ongoing £'000
New Savings proposals								
Street Advertising - Income generation from lamppost banners and boundary signage	SAV / CEO 001 / 24-25	Income Generation	Chief Executive's Office	Communications and Marketing	(40)	-	-	(40)
Communications & Marketing - income generation from using council assets for advertising and sponsorship	SAV / CEO 002 / 24-25	Income Generation	Chief Executive's Office	Communications and Marketing	(50)	(100)	(150)	(300)
Remove CEO contingency budget	SAV / CEO 003 / 24-25	Efficiency	Chief Executive's Office	Corporate Management	(50)	-	-	(50)
Democratic Services Efficiencies	SAV / CEO 004 / 24-25	Efficiency	Chief Executive's Office	Legal and Monitoring Officer Services	(75)	-	-	(75)
Legal Services - reduce agency spend and remove supernumerary posts	SAV / CEO 005 / 24-25	Efficiency	Chief Executive's Office	Legal and Monitoring Officer Services	(50)	-	-	(50)
Delivery of the VCS Grants Policy and Outcomes framework - grant substitution	SAV / CEO 006 / 24-25	Income Generation	Chief Executive's Office	Strategy, Transformation and Improvement	(3,418)	-	-	(3,418)
Service Restructure - Council wide strategy, intelligence, performance, transformation review	SAV / CEO 007 / 24-25	Service Restructure	Chief Executive's Office	Cross-directorate	(500)	-	-	(500)
Contract Catering Service	SAV / CHI 001 / 24-25	Income Generation	Children's Services	Contract Catering Services	(100)	-	-	(100)
Maximising the Dedicated Schools Grant	SAV / CHI 002 / 24-25	Income Generation	Children's Services	Education - Admissions	(86)	-	-	(86)
London Mayor's Universal Free School Meals (UFSM) substitution	SAV / CHI 003 / 24-25	Income Generation	Children's Services	Education - FSM	(1,566)	1,566	-	-
Vacating the PDC	SAV / CHI 004 / 24-25	Contracts	Children's Services	Education - Property	(175)	-	-	(175)
Income generation through safeguarding, behaviour and attendance teams	SAV / CHI 005 / 24-25	Income Generation	Children's Services	Education - Safeguarding/BASS	(50)	-	-	(50)
School Governance, Information and Traded Services Business Support Savings	SAV / CHI 006 / 24-25	Efficiency	Children's Services	Education - School Governance Service	(38)	-	-	(38)
School Library Services (SLS) HOS post deletion	SAV / CHI 007 / 24-25	Transformation	Children's Services	Education - School Library Service	(28)	-	-	(28)
Service Restructure - The Interface of EH Family Support and Targeted Youth Offer	SAV / CHI 008 / 24-25	Service Restructure	Children's Services	Early Help & Children Family Service	(250)	-	-	(250)
Ukrainian Grant Funding 5 EH Targeted Family Support	SAV / CHI 009 / 24-25	Efficiency	Children's Services	Early Help & Children Family Service	(300)	-	-	(300)
Service Restructure - Review of Regulated Services and Resources Budget	SAV / CHI 010 / 24-25	Service Restructure	Children's Services	Supporting Families - Social Workers in Schools	(140)	-	-	(140)
Service Restructure - Leisure & Wellbeing	SAV / COM 001 / 24-25	Service Restructure	Communities	Leisure Operations, Sports & Physical Activity (SPA)	(54)	-	-	(54)
Leisure Service Insourcing – Project Costs	SAV / COM 002 / 24-25	Efficiency	Communities	Sports & Physical Activity (SPA)	(525)	525	-	-
Sports and Physical Activity	SAV / COM 003 / 24-25	Transformation	Communities	Sports & Physical Activity (SPA)	(200)	-	-	(200)
Commercialisation (Enforcement & CCTV)	SAV / COM 004 / 24-25	Income Generation	Communities	Community Safety	(130)	(500)	(1,000)	(1,630)
Highways Maintenance – change in funding	SAV / COM 005 / 24-25	Income Generation	Communities	Highways and Transportation	(468)	-	-	(468)
Advertising income from new sites	SAV / COM 006 / 24-25	Income Generation	Communities	Highways and Transportation	(100)	-	-	(100)
Electric Vehicle (EV) charging points	SAV / COM 007 / 24-25	Income Generation	Communities	Highways and Transportation	(100)	(100)	(100)	(300)
Construction Management Plan (CMP)	SAV / COM 008 / 24-25	Efficiency	Communities	Highways and Transportation	-	(200)	-	(200)
Arts, Parks and Events Savings and Income generation	SAV / COM 009 / 24-25	Income Generation	Communities	Culture - Arts, Parks and Events	(522)	(283)	(49)	(854)
Increase in Leisure Income	SAV / COM 010 / 24-25	Income Generation	Communities	Leisure	-	(967)	(1,036)	(2,003)
Parking Savings - various	SAV / COM 011 / 24-25	Income Generation	Communities	Parking Mobility & Markets	(1,054)	(2,975)	(950)	(4,979)
Commercial Waste income generation through an improved offer	SAV / COM 012 / 24-25	Income Generation	Communities	Waste Services	-	-	(500)	(500)
Passenger Transport services	SAV / COM 013 / 24-25	Transformation	Communities	Fleet Management & Vehicle Workshop	(120)	-	-	(120)
Fleet Electrification	SAV / COM 014 / 24-25	Transformation	Communities	Fleet Management & Vehicle Workshop	(343)	(65)	-	(408)
Resume MOT service	SAV / COM 015 / 24-25	Income Generation	Communities	Fleet Management & Vehicle Workshop	(25)	-	-	(25)
Special Treatment Licence Fees	SAV / COM 016 / 24-25	Income Generation	Communities	Environmental Health and Trading Standards	(24)	-	-	(24)
In Sourcing of Out of Hours Environmental Health Response	SAV / COM 017 / 24-25	Contracts	Communities	Environmental Health and Trading Standards	-	(123)	(62)	(185)
Service Restructure - Environmental Health and Trading Standards	SAV / COM 018 / 24-25	Service Restructure	Communities	Environmental Health and Trading Standards	(164)	-	-	(164)
Service Restructure - Highways and Transportation	SAV / COM 019 / 24-25	Service Restructure	Communities	Highways and Transportation	(100)	-	-	(100)
Planning and building control – reviewing support & other costs	SAV / HAR 001 / 24-25	Efficiency	Housing and Regeneration	Planning and Building Control	(50)	-	-	(50)
Infrastructure Supporting Planning	SAV / HAR 002 / 24-25	Income Generation	Housing and Regeneration	Planning and Building Control	(70)	-	-	(70)
Planning and Building Control securing income	SAV / HAR 003 / 24-25	Income Generation	Housing and Regeneration	Planning and Building Control	(50)	-	-	(50)
Service Restructure - Realigning Support Services to Accelerate Delivery	SAV / HAR 004 / 24-25	Service Restructure	Housing and Regeneration	Planning and Building Control	(54)	-	-	(54)
Decrease in GF staff cost due to increase in HRA budget	SAV / HAR 005 / 24-25	Transformation	Housing and Regeneration	Housing and Regeneration	(50)	-	-	(50)
Home Improvement Agency – Staff salary alternative funding	SAV / HAR 006 / 24-25	Transformation	Housing and Regeneration	Sustainability	(50)	-	-	(50)
Resident Support Scheme (RSS)	SAV / HAR 007 / 24-25	Income Generation	Housing and Regeneration	Growth and Economic Development	(350)	350	-	-
Service Restructure - Employment and Skills Service	SAV / HAR 008 / 24-25	Service Restructure	Housing and Regeneration	Employment and Skills Service	(176)	-	-	(176)
Service Restructure - Growth Service	SAV / HAR 009 / 24-25	Service Restructure	Housing and Regeneration	Growth Service	(117)	-	-	(117)

New Savings Summary

Appendix 4A

Title	Reference	Savings Type	Directorate	Service Area	2024-25 £'000	2025-26 £'000	2026-27 £'000	Total Ongoing £'000
Leasing of Temporary Accommodation	SAV / HAR 010 / 24-25	Efficiency	Housing and Regeneration	Housing	(1,000)	-	-	(1,000)
Service Restructure - Adult Social Care Staffing and Skill Mix	SAV / HAS 001 / 24-25	Service Restructure	Health and Adult Social Care	Adult Social Care	(475)	-	-	(475)
Delay implementation of free homecare by 1 year to 2025	SAV / HAS 002 / 24-25	Income Generation	Health and Adult Social Care	Adult Social Care	(2,434)	2,434	-	-
Adult Social Care Commissioned Care and Support Savings	SAV / HAS 003 / 24-25	Transformation	Health and Adult Social Care	Adult Social Care	(2,000)	-	-	(2,000)
Supported Accommodation Strategy	SAV / HAS 004 / 24-25	Transformation	Health and Adult Social Care	Adult Social Care	(253)	-	-	(253)
Adult Mental Health Recovery, Wellbeing and Employment Service	SAV / HAS 005 / 24-25	Transformation	Health and Adult Social Care	Integrated Commissioning	(85)	(55)	-	(140)
Community Equipment	SAV / HAS 006 / 24-25	Transformation	Health and Adult Social Care	Integrated Commissioning	-	(40)	(20)	(60)
Statutory Advocacy	SAV / HAS 007 / 24-25	Contracts	Health and Adult Social Care	Integrated Commissioning	(60)	-	-	(60)
Decommission Dellow Centre	SAV / HAS 008 / 24-25	Efficiency	Health and Adult Social Care	Integrated Commissioning	-	(100)	-	(100)
Care Technology Transformation	SAV / HAS 009 / 24-25	Transformation	Health and Adult Social Care	Adult Social Care & Integrated Commissioning	(1,126)	(698)	(159)	(1,983)
Public Health Core Funding substitutions	SAV / HAS 010 / 24-25	Efficiency	Health and Adult Social Care	Public Health	(1,000)	-	-	(1,000)
Public Health Grant Reserve substitutions	SAV / HAS 011 / 24-25	Transformation	Health and Adult Social Care	Public Health	(1,750)	-	-	(1,750)
Idea Stores - Stock fund	SAV / RES 001 / 24-25	Contracts	Resources	Customer Services	(30)	-	-	(30)
Idea Stores Learning – Increased grant target, vacancy and training expenses	SAV / RES 002 / 24-25	Efficiency	Resources	Customer Services	(64)	-	-	(64)
Registrars - Income generation from wedding reception parties	SAV / RES 003 / 24-25	Income Generation	Resources	Customer Services	(22)	-	-	(22)
Finance - remove Contingency budget	SAV / RES 004 / 24-25	Efficiency	Resources	Finance, Procurement & Audit	(200)	-	-	(200)
Insurance Fund smoothing	SAV / RES 005 / 24-25	Efficiency	Resources	Finance, Procurement & Audit	(200)	-	-	(200)
IT Management review	SAV / RES 006 / 24-25	Efficiency	Resources	IT	(330)	-	-	(330)
IT Infrastructure	SAV / RES 007 / 24-25	Efficiency	Resources	IT	(90)	(90)	-	(180)
Service Restructure - IT Voluntary Redundancies	SAV / RES 008 / 24-25	Service Restructure	Resources	IT	(300)	-	-	(300)
Council Tax - introduce Empty Property Premium	SAV / RES 009 / 24-25	Income Generation	Resources	Revenues and Benefits	(546)	-	-	(546)
Council Tax - Introduce Second Home Premium	SAV / RES 010 / 24-25	Income Generation	Resources	Revenues and Benefits	-	(2,000)	-	(2,000)
Council Tax - Remove Empty Property Exemption for one month	SAV / RES 011 / 24-25	Income Generation	Resources	Revenues and Benefits	(135)	-	-	(135)
Increase in resources to collect Council Tax arrears	SAV / RES 012 / 24-25	Income Generation	Resources	Revenues and Benefits	(362)	-	-	(362)
Business support savings	SAV / RES 013A / 24-25	Transformation	Resources	Workforce OD & Business support	(335)	-	-	(335)
Service Restructure - Business Support	SAV / RES 013B / 24-25	Service Restructure	Resources	Workforce OD & Business support	(630)	-	-	(630)
Human Resources - removal of agency spend budget	SAV / RES 014 / 24-25	Efficiency	Resources	Workforce OD & Business support	(27)	-	-	(27)
Service Restructure - Human Resources	SAV / RES 015 / 24-25	Service Restructure	Resources	Workforce OD & Business support	(312)	-	-	(312)
Learning and Organisational Development (LOCD)	SAV / RES 016 / 24-25	Efficiency	Resources	Workforce OD & Business support	(75)	-	-	(75)
Service Restructure - Registrars	SAV / RES 017 / 24-25	Service Restructure	Resources	Registrars	(34)	(11)	-	(45)
Pension Fund Deficit payment	SAV / COP 001 / 24-25	Efficiency	Corporate	Corporate	(1,000)	-	-	(1,000)
Remove corporate provision for redundancy costs	SAV / COP 002 / 24-25	Efficiency	Corporate	Corporate	-	(2,450)	-	(2,450)
Service Restructure - Corporate Resources (includes Mayor's Office restructure)	SAV / COP 003 / 24-25	Service Restructure	Corporate	Corporate	(1,367)	11	-	(1,356)
Service Restructure - Mayor's Office	SAV / COP 003B / 24-25	Service Restructure	Corporate / Chief Executive's	Mayor's Office	(327)	-	-	(327)
Capital Financing and Investment Income	SAV / COP 004 / 24-25	Income generation	Corporate	Corporate	(3,000)	500	750	(1,750)
Transformation funding for invest to save initiative	SAV / COP 005 / 24-25	Transformation	Corporate	Corporate	(962)	449	(146)	(659)
Corporate Landlord - optimising occupancy	SAV / COP 006 / 24-25	Transformation	Corporate	Corporate	(500)	-	-	(500)
Cross Council Third Party Spend Review	SAV / COP 007 / 24-25	Contracts	Corporate	Cross-directorate	(465)	(465)	(465)	(1,395)
Fees and Charges	SAV / COP 008 / 24-25	Income generation	Corporate	Cross-directorate	(500)	(220)	(110)	(830)
TOTAL NEW SAVINGS PROPOSALS - General Fund					(33,808)	(5,607)	(3,997)	(43,412)

Unachievable Savings

Savings to be written off - Review of Printing/Scanning/Use of Multifunctional Devices (SAV / ALL 001 / 17-18)	SAV / ALL 001 / 17-18	Unachievable Saving	Corporate	Corporate	263	-	-	263
Savings to be written off - Using Section 106 funding to fund Housing Supply Team (SAV / PLA 001 / 23-24)	SAV / PLA 001 / 23-24	Unachievable Saving	Housing and Regeneration	Housing Regeneration	50	-	-	50
Savings to be written off - Consolidation of Management Positions (SAV / PLA 008 / 23-24)	SAV / PLA 008 / 23-24	Unachievable Saving	Housing and Regeneration	Various	200	-	-	200
Savings to be written off - Human Resources – Reprofiled to 2024-25 (SAV / RES 001 / 17-18)	SAV / RES 001 / 17-18	Unachievable Saving	Resources	Human Resources	700	-	-	700
TOTAL UNACHIEVABLE SAVINGS					1,213	-	-	1,213

SAVINGS PROPOSAL

Proposal Title:	Street Advertising - Income generation from lamppost banners and boundary signage		
Reference:	SAV / CEO 001 / 24-25	Savings Category:	Income generation
Directorate:	Chief Executive's Office	Savings Service Area:	Central services
Directorate Service:	Communications	Strategic Priority Outcome:	8. A council that listens and works for everyone
Lead Officer and Post:	Andreas Christophorou, Director of Communications and Marketing Adam Renvoize, Chief Designer	Lead Member and Portfolio:	Mayor Lutfur Rahman, Executive Mayor

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	40	40	-	-	40

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

How does this proposal contribute to achieving the strategic priorities of the Council?

- The annual income will go towards the £40m the council needs to save.

What Service will this saving impact?

- Communications: We are already delivering this via the Design and Marketing Team in Communications led by our Chief Designer.
- Highways: We need continued support and sense of urgency to get it over the line.
- Community Safety: We need CCTV to prioritise approving the banners based on sight lines as a matter of urgency
- Procurement: We need procurement to support getting this over the line as a matter of urgency.
- Legal: We need legal to support getting this over the line as a matter of urgency.

Next steps and timescale:

Boundary Signage: Contract already in place and installation approval is given for signs within parks areas. Signage on TH public highways is subject to approval of a CG300 technical submission - this is currently with provider to review and submit. Once sign installation has progressed - the contract is valued at £30k annually for 3 years (+2 year extension option)

We expect this to be in place at the end of the calendar year.

Lamppost banners: CG300 technical submission has been submitted and approval for highways for heavy duty columns only. Over 500 heavy duty columns were installed last year, with approximately 80-100 in areas where advertising can be sold on the banners as part of income generation - these include areas around some key high streets, markets, college and university sites and schools, with a selection reserved for key council campaigns. Our supplier has provided all the information for the technical submission so the council should be in a position to direct award a contract via the ESPO framework. Initial projections for income would range from £4,800 for 40 sold banners to £20,400 for 100 sold. We expect to be able to set a contract up for the beginning of the next financial year - with the assistance from the procurement team.

Other opportunities

In addition, Highways could prioritise use of heavy-duty lamppost columns on any planned replacements across the borough, particularly in areas of high footfall, which would increase revenue. For example - 150 banners with sold advertising would raise an additional £31,000 income.

Risk and Mitigations:

Ease of delivery	Difficult
Impact of savings	Medium

What will the major risks on the project be?

Resource and a sense of urgency to deliver it across planning, highways, legal, procurement and communications. CCTV object because the lamppost banner cross sight lines.

What will their impact be on the project and Tower Hamlets Council?

It would mean we do not get commercial opportunities done and income generated, and on the CCTV cameras would reduce the number of sites and the income.

What are the possible mitigation strategies?

CLT to direct the services involved to prioritise this work with communications and for a working group to be set up that meets regularly

Will it impact a manifesto priority?

The risk is 100% of the potential income.

Resources and Implementation:

Does this saving completely relate to General Fund? If not, please state which other funding type is impacted?

Yes

What are the resources needed to build up the proposal?

None

Is feasibility work required?

Done in house

What needs to happen for implementation? Timeline and activities required by month.

Welcome to the borough signage – end of the calendar year

Lamppost banners – end of the financial year

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	Communications & Marketing - income generation from using council assets for advertising and sponsorship		
Reference:	SAV / CEO 002 / 24-25	Savings Category:	Income generation
Directorate:	Chief Executive's Office	Savings Service Area:	Central services
Directorate Service:	Communications Service	Strategic Priority Outcome:	5. Investing in public services
Lead Officer and Post:	Andreas Christophorou, Director of Communications Adam Renvoise, Chief Designer	Lead Member and Portfolio:	Mayor Lutfur Rahman, Executive Mayor

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	1,054	50	100	150	300

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

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Proposal Summary:

The council has the potential to pull in more income from street advertising by reviewing existing expired sites and identifying new locations on council owned land. This needs to be tested with advertisers such as JCDecaux, Clear Channel, Ocean Media and Global.

We also need senior officers at the council to recommend council assets in areas of high footfall which has the potential for advising – for example the Idea Stores, our parks, vacant land owned by the council and council owned buildings.

We will also need a more liberal approach to allowing council advertising in the borough including through planning. The Communications Service identified a few potential billboard sites a few years ago however planning refused them.

The work to find and secure new advertising sites, along with working with advertisers, and managing the legal and procurement process is not resourced. The Communications Service was successful in 2020 in securing new digital street advertising sites which currently generate Public Realm £80,000 a year in income and allow for the council to advertise on them too. However, this took time because of red tape and an already busy Design and Marketing team (with two marketing officers). Without extra staff, the work will be picked up by the existing Communications Service (specifically Design and Marketing) however the pace will be limited. We need to think about invest to generate income with at least one marketing officer through a wider restructure of marketing to support the commercialisation of other services such as commercial waste, pest control, leisure centres and venues. The Director of Communications will make a wider proposal on this.

Context

Tower Hamlets already has a heavily saturated market with regards to out-of-home advertising. For context, there are over 350 individual 6 sheet size static and digital advertising sites across the borough, including bus shelters (both our contract and TFL contracts) and our own Community information Panels (CIPS), converted phone box units and free standing panels. There are also over 90 large format advertising sites (mix of both static and digital units) or billboards, primarily on private property across the borough, though 5 of these are council run contracts. In addition to this, we have 27 DLR/tube stations across the borough with a heavy advertising presences, as well as digital advertising panels in supermarkets, shops and petrol stations. With the financial landscape changing, and the proliferation of available sites in the borough, outdoor advertising suppliers have been more likely to engage in new advertising contracts based on the quality of the potential site as opposed to the quantity of sites available.

Next steps:

SLT – A review of potential council owned sites within high footfall areas within the borough. Service areas asked to update on emerging locations/buildings that have recently become available or in planning stage. Timeline – 3 months.

2011 study

A piece of work was produced in 2011 which identified potential sites for advertising/sponsorship on council owned land/property. We have access to the details of this paper, including the sites which delivered an income for the council. Although many of the sites viability may have changed – this is a strong starting point on new avenues of income. Timeline for review of current contracts and older documentation – 2 months.

Meetings with advertisers

With the financial landscape changing, and the proliferation of available sites in the borough, outdoor advertising suppliers have been more likely to engage in new advertising contracts based on the quality of the potential site as opposed to the quantity of sites available. We need to engage with key advertising suppliers with a proposal of potential sites to test appetite and viability, as well as explore any new advertising ideas/technology, i.e Building Wraps. Timeline for meetings, including preparation potential location plan – 3 months.

4 billboard sites

Over the last few years we've been engaging with the planning team with regards to new potential sites, and the advice was to focus on sites around non-residential areas within key Travel routes such as A12/A13. With this advice we produced a proposal for review on potential sites on council-owned land. These were passed on to the public realm team to pursue with planning and 4 of the sites were recommended to proceed with 2 options on hold due to redevelopment work. We need to progress these sites and market test the appetite during our meeting with advertisers, and then put them to market at speed, which will need strong support from planning and procurement. Timeline for bringing sites to market – 6 months.

Expiring sites/discontinued contracts

There are 2 expired advertising sites (one unused, the other being used by a third party without income for the council). These should already have deemed planning consent, and could be digitized to maximise income. There are also another 2 sites that the contract has been terminated during the pandemic, due to poor returns. These contracts can be revisited as they also have deemed planning consent. Timeline for bringing to market – 6 months.

NOTE: If we do not feel we have obtained enough information in this process, we will consider commissioning a specialist to help us find advertising sites as was done in 2011. This would result in a cost.

Timescale

In terms of timescale for potential income, we will assess the results of the research and soft market testing phase above which we want to have completed by March 2024. If advertisers are interested in certain sites, we can go to market on them. Once awarded, there is a period for installation. These processes, as well as our procurement and legal processes mean it is likely that the income would come in 2024/5 and 2025/6. There are some billboard sites which we know of already and believe can provide an income in 2024/5 if planning approves them and the advertisers are interested. There could also be other opportunities such as the expansion of lamppost banners if they prove successful.

Risk and Mitigations:

Ease of delivery	Moderate
Impact of savings	Medium

What will the major risks on the project be?

Lack of resource and prioritisation for the whole council to deliver as well as specific services such as planning, highways, legal, procurement and communications.

What will their impact be on the project and Tower Hamlets Council?

It would mean we do not get commercial opportunities done and income generated. Lack of resource will also mean a delay to any income and potentially missing new opportunities.

What are the possible mitigation strategies?

Council compliance in finding sites including buildings and parks for advertising. More liberal approach to advertising including planning.

Resources and Implementation:

Does this saving completely relate to General Fund? If not, please state which other funding type is impacted?

Yes

What are the resources needed to build up the proposal?

A marketing officer to speed up the process and find more advertising opportunities. This could be part of a wider restructure in Design and Marketing as the council is soon need other marketing support to generate income from services such as Commercial Waste, Pest Control and our venues for hire.

If we are unable to obtain enough information about sites we own for advertising, we will have to consider commissioning an advertising professional to do a more thorough piece of work as was done in 2011. This will require budget so we are first going to use the 2011 report as part of our research.

Is feasibility work required?

Potentially, but we will try to do it inhouse – see above

What needs to happen for implementation? Timeline and activities required by month.

Oct to March 24 – Research Phase (depending on resource)

Q1 24/25: Understand sites advertisers are interested in.

Q2 24/25. - procurement of sites

Q3 24/25 - award of sites

Q4/Q1 24/25/26 - installation and income.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	Remove CEO contingency budget		
Reference:	SAV / CEO 003 / 24-25	Savings Category:	Efficiency
Directorate:	Chief Executive's Office	Savings Service Area:	Central services
Directorate Service:	Corporate Management	Strategic Priority Outcome:	5. Investing in public services
Lead Officer and Post:	Steve Halsey, Chief Executive	Lead Member and Portfolio:	Cllr Saied Ahmed, Cabinet Member for Resources and the Cost of Living

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	50	50	-	-	50

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:
To remove contingency budget from held in Chief Executive corporate management cost centre (21110).

Revised Provision:
Any unplanned resource requirements will need to be considered as they arise and funding identified.

Risk and Mitigations:	
Ease of delivery	Easy
Impact of savings	Low
Reduced capacity to respond quickly to unplanned resource requests and to manage pressures as they arise. Mitigated through regular budget monitoring.	

Resources and Implementation:
N/A

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	Democratic Services Efficiencies		
Reference:	SAV / CEO 004 / 24-25	Savings Category:	Efficiency
Directorate:	Chief Executive's Office	Savings Service Area:	Central services
Directorate Service:	Legal Services and Monitoring Officer	Strategic Priority Outcome:	8. A council that listens and works for everyone
Lead Officer and Post:	Matthew Mannion, Head of Democratic Services	Lead Member and Portfolio:	Cllr Saied Ahmed, Cabinet Member for Resources and the Cost of Living

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	2,244	75	-	-	75

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	15.6	-	-	-	-

Proposal Summary:
Democratic Services – the saving will be made through a £75k underspend against the Member’s Allowances budget of £1,142k.

Risk and Mitigations:	
Ease of delivery	Easy
Impact of savings	Low

Resources and Implementation:
This is a general fund saving and will be managed within current management resources.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	Legal Services - reduce agency spend and remove supernumerary posts		
Reference:	SAV / CEO 005 / 24-25	Savings Category:	Efficiency
Directorate:	Chief Executive's Office	Savings Service Area:	Central services
Directorate Service:	Legal and Monitoring Officer Services	Strategic Priority Outcome:	8. A council that listens and works for everyone
Lead Officer and Post:	Janet Fasan, Director of Legal and Monitoring Officer	Lead Member and Portfolio:	Cllr Saied Ahmed, Cabinet Member for Resources and the Cost of Living

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	2,032.9	50	-	-	50

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

Legal Services – reduction in agency spend. This saving is in addition to the savings already approved in legal Services of £300k (£280k in 2024-25 and £20k in 2025-26). Savings will be delivered through staffing review, measures to recruit permanent staff and reduced use of agency staff.

There is a risk from the legal service being a demand led service.

Risk and Mitigations:	
Ease of delivery	Difficult
Impact of savings	Medium
There is a risk from the legal service being a demand led service.	

Resources and Implementation:
This is a general fund saving and will be managed within current management resources.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	Delivery of the VCS Grants Policy and Outcomes framework - grant substitution		
Reference:	SAV / CEO 006 / 24-25	Savings Category:	Income generation
Directorate:	Chief Executive's Office	Savings Service Area:	Central services
Directorate Service:	Strategy, Transformation and Improvement	Strategic Priority Outcome:	6. Empowering communities and fighting crime
Lead Officer and Post:	Afazul Hoque, Head of Corporate Strategy and Community Strategy	Lead Member and Portfolio:	Cllr Abu Chowdhury, Cabinet Member for Safer Communities

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	3,418	3,418	-	-	3,418

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

Cabinet June 2023 approved the ring-fencing of £11.964m for the delivery of the VCS Grants Policy and Outcomes framework for three and a half years (October 2023-March 2027). The NCIL funding will substitute for General Fund funding (subject to confirmation that successful grants can be met from it).

Total Value of Community Grants per annum:

Grants Programme	£
Mayor's Community Grants Programme2	2,518,000
Small Grants Programme	800,000
Emergency Grants	100,000
Total Annual Grants	3,418,000

Decisions on the allocation of NCIL to individual grants will be made via the existing Council Grants process.

It is proposed that any GF funding displaced by NCIL in 2023-24 is taken to an earmarked reserve and applied to fund any future grant approvals which do not meet NCIL criteria.

There will need to be a growth bid to reinstate GF funding from 2027-28 should the Council not generate sufficient NCIL to continue to fund beyond 2026-27.

Revised Provision:

The proposal is purely a funding switch from general fund to NCIL with no impact on service continuity.

Risk and Mitigations:

Ease of delivery	Easy
Impact of savings	Low

Risk that grants approvals are ineligible for NCIL. Mitigated by the creation of an earmarked reserve in 2023-24.

Risk that insufficient NCIL funding will be generated to continue the funding beyond 2026-27. NCIL should be available to fund the on-going grants programme, subject to meeting the criteria for spend, in perpetuity, with specific funding amounts to be agreed once the outcome of any future grant programme is known.

Resources and Implementation:

Projects funded through the Community Grants Programme are required to deliver one or more of the outcomes in the prospectus and are therefore expected to align with the requirements for NCIL spend as set out in the CIL Regulations (2010). In addition, all shortlisted grants will be reviewed by the Infrastructure Planning Team to ensure that they accord with the NCIL requirements.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	Service Restructure - Council wide strategy, intelligence, performance, transformation review		
Reference:	SAV / CEO 007 / 24-25	Savings Category:	Service restructure
Directorate:	Chief Executive's Office	Savings Service Area:	Central services
Directorate Service:	All directorates	Strategic Priority Outcome:	5. Investing in public services
Lead Officer and Post:	Denise Radley, Deputy Chief Executive	Lead Member and Portfolio:	Cllr Saied Ahmed, Cabinet Member for Resources and the Cost of Living

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£500)	6.967	500	-	-	500
Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	151	7	-	-	7

Proposal Summary:

The council is moving to a new structural operating model. It is proposed that a council-wide review takes place of the following enabling functions of strategy, policy, performance, improvement, projects, programmes, transformation, research, and intelligence functions. These functions currently sit both centrally and within directorates as part of a “hub and spoke” approach that was put in place following the “enabling functions review” in 2021/22. A model with a smaller, stronger corporate centre and enabled and empowered directorates is the aim of the review. There is further opportunity to continue to rationalise, strip out duplication, automate and stop any unnecessary activity.

An initial target of £500k is deemed reasonable from across the council which equates to approximately seven posts.

Staff consultation will be required and the nature of this will depend on the approach to change – if feasible, vacant posts will be deleted and it may be possible to achieve the changes required with smallest scale changes to line management. If this is not feasible then staff consultation will form part of a reorganisation approach.

Revised Provision:

The revised provision will comprise:

- A smaller and stronger corporate centre focused on the strategic plan and frameworks for strategic planning and related corporate activity.
- Enabled and empowered directorates
- Appropriate resources for each of the five directorates with a focus on the delivery directorates – Communities, Housing & Regeneration, Health & Adult Social Care and Children’s Services

Benefits aside cost savings include internal efficiency and reducing duplication.

Risk and Mitigations:

Ease of delivery	Moderate
Impact of savings	High

Risk/Mitigations

That reductions in capacity impact on front-line services, inspection readiness and/or transformation priorities. *Prioritisation of transformation and other resource is in place and in some areas specific resource may be required to ensure delivery of key pieces of work.*

That developments in technology/systems to allow more automation are not quick enough to support the changes. *Review to identify timescales and inter-dependencies.* That demands on some services increase given other changes e.g., more capacity is needed for procurement work as contract durations are being reduced in line with Mayoral priorities. *This may mean some work will take longer and that contracts require extending in the short-term.*

That staff morale is affected given the impact of the previous, large-scale review that took consideration time to develop and implement. *Explore if changes can be made without the need for a wholesale restructure.*

Resources and Implementation:

Currently services are supported by a range of funding sources including external. These will all need to be identified as any reductions will not support savings to the General Fund.

A programme manager, business analyst, finance, HR, and comms support are in place to take this forward.

The programme will report to the Efficiency Transformation Board.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	Yes	Potentially depending on the outcome of the scoping and review. However, it is anticipated that all or the majority of the saving can be achieved from currently vacant posts.
Does the change involve a redesign of the roles of staff?	Yes	Potentially – as above.

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

Additional Information and Comments:
If there is a reduction in staffing, then it is likely an equality analysis will need to be completed as appropriate.

SAVINGS PROPOSAL

Proposal Title:	Contract Catering Services		
Reference:	SAV / CHI 001 / 24-25	Savings Category:	Income generation
Directorate:	Children's Services	Savings Service Area:	Education services
Directorate Service:	Contract Catering Services	Strategic Priority Outcome:	1. Tackling the cost-of-living crisis
Lead Officer and Post:	Jenny Pittam, Head of Contract Catering Services	Lead Member and Portfolio:	Cllr Iqbal Hossain, Cabinet Member for Culture and Recreation

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	N/A	100	-	-	100

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

Agency Cost - The budget for Agency staff to cover sickness for 2023-24 is £300k. In September 2023, Contract Services will recruit an additional 7-10 Float Kitchen Assistant staff (15 hours a week TTO) to provide immediate cover in kitchens for long and short-term sickness, vacancies, training, special leave, leave no pay & bereavement leave. The additional Float employees will reduce the need for agency staff and a **£70k** saving is proposed for 2024-25. There will still be a need for agency staff but not to the same levels prior to employing a Float team. Agency staff are essential to maintain frontline delivery of the school meals service to the high food safety and service standards required.

New Heavy Equipment School Contribution Charges

Currently schools do not pay for new heavy equipment. Some new heavy equipment is very expensive (dishwasher £15k, Rational or equivalent ovens £10-15K) and once installed immediately becomes a capital asset of the school. We are one of the few catering providers who still pay for new light and heavy equipment. Market standard is that schools pay for new heavy equipment. For the 2024-25 SLA it is proposed to charge schools 50% of the cost new heavy equipment over £4,000. Based on current spend this will generate a saving of approximately **£20k** a year.

Function/Hospitality Income

This service has grown again since the Covid Pandemic and since the council has moved to the NTH there has been an increase in hospitality business both there and in other nearby council buildings. The reputation of the business and awareness of what Contract Catering Services is able to cater for other than school meals has also increased. Additional income after costs is estimated to generate a further **£10k of income** in 2024-25.

Risk and Mitigations:

Ease of delivery	Easy
Impact of savings	Low
<p>Limited risk. In addition, with the additional focus and awareness of the Council's free school meal programme we are hopeful for high take up of meals and therefore maintaining economies and income levels.</p>	

Resources and Implementation:

The savings will be realised through the general fund contribution to the delivery of school meals through the Contract Services team.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	Maximising the Dedicated Schools Grant		
Reference:	SAV / CHI 002 / 24-25	Savings Category:	Income generation
Directorate:	Children's Services	Savings Service Area:	Education services
Directorate Service:	Education - Admissions	Strategic Priority Outcome:	3. Accelerating education
Lead Officer and Post:	Lisa Fraser, Director of Education	Lead Member and Portfolio:	Cllr Maium Talukdar, Statutory Deputy Mayor & Cabinet Member for Education, Youth and Lifelong Learning

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	86	86	-	-	86

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

The proposal is to use monies available within the Early years block of the Dedicated Schools Grant to fund the Nursery classes Admissions service; this would result in a reduction in spend to the General Fund. The proposal will not alter statutory provision and will not incur staffing reductions. This would be subject to Schools Forum agreement of the continued maximum 5% top-slice of the early years block of the DSG in the Autumn term.

Revised Provision:

The saving does not alter service delivery. The service will continue to support the same client group.

Risk and Mitigations:	
Ease of delivery	Easy
Impact of savings	Medium
<p>There are no significant risks to this project. However, using the DSG in this way could hinder the council's ability to support other services from the central services block.</p>	

Resources and Implementation:

The saving relates to the General Fund and the dedicated schools grant. Finance colleagues need to ensure that this proposal is worked through meetings of the Schools Forum in Spring term 2023-24.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	London Mayor's Universal Free School Meals (UFSM) substitution		
Reference:	SAV / CHI 003 / 24-25	Savings Category:	Income generation
Directorate:	Children's Services	Savings Service Area:	Education services
Directorate Service:	Education – Free School Meals (FSM)	Strategic Priority Outcome:	3. Accelerating education
Lead Officer and Post:	Lisa Fraser, Director of Education	Lead Member and Portfolio:	Cllr Maium Talukdar, Statutory Deputy Mayor & Cabinet Member for Education, Youth and Lifelong Learning

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	N/A	1,566	(1,566)	-	-

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

The London Mayor has committed to UFSM for primary schools during the academic year 2024-25. This income will be used as a substitute for monies Tower Hamlets Council currently pays out for UFSM in primary schools. The savings can be delivered in the current year.

Revised Provision:

The saving does not lead to new models of service delivery given that Tower Hamlets has offered UFSM primary for some time.

Risk and Mitigations:	
Ease of delivery	Easy
Impact of savings	High
There are no major risks to this project.	

Resources and Implementation:
This saving relates to the General Fund. No additional resources are required.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	Vacating the PDC		
Reference:	SAV / CHI 004 / 24-25	Savings Category:	Contracts
Directorate:	Children's Services	Savings Service Area:	Education services
Directorate Service:	Education - Property	Strategic Priority Outcome:	3. Accelerating education
Lead Officer and Post:	Lisa Fraser, Director of Education	Lead Member and Portfolio:	Cllr Maium Talukdar, Statutory Deputy Mayor & Cabinet Member for Education, Youth and Lifelong Learning

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	175	175	-	-	175

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

The Children's directorate plans to move education services from the PDC. The majority of services will be relocated to the Town Hall; some services with specific needs (i.e. the Schools Library Service, the Learning Advisory Support Service) may be relocated in other premises, possibly schools. A scoping exercise around this is currently under way. Savings will be generated through a reduction in rents that these services currently pay to the PDC. Savings can be made during the current year.

Revised Provision:

The saving will result in an altered place of work for staff but should not impact on service delivery. Benefits of the new arrangement include access to and communication with teams who have been physically more remote from managers and other teams based in the Town Hall. Services will continue to support the same client group.

Risk and Mitigations:

Ease of delivery	Easy
Impact of savings	Medium

The risks around this project centre around staff motivation. The process of decanting staff from their current place of work must be sensitively handled. Some services – such as the Schools Library Service and the Learning Advisory Support Service – have significant resources and equipment which need to be factored in to plans for relocation; it's unlikely that these services can be based in the Town Hall.

Resources and Implementation:

This saving relates to the General Fund.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	Income generation through safeguarding, behaviour and attendance teams		
Reference:	SAV / CHI 005 / 24-25	Savings Category:	Income generation
Directorate:	Children's Services	Savings Service Area:	Education services
Directorate Service:	Education - Safeguarding/BASS	Strategic Priority Outcome:	3. Accelerating education
Lead Officer and Post:	Lisa Fraser, Director of Education	Lead Member and Portfolio:	Cllr Maium Talukdar, Statutory Deputy Mayor & Cabinet Member for Education, Youth and Lifelong Learning

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	N/A	50	-	-	50

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

Income generation through Safeguarding/Behaviour and Attendance team – service level agreements with all maintained schools and academies to cover costs for advice and guidance; this will alleviate pressure on the general fund; no staffing reductions planned; no procurement activity necessary; stakeholder engagement will be conducted through timetabled meetings with headteachers and the headteacher bulletin; savings can be delivered in the current year.

Revised Provision:

The saving will support an aspect of a new model of service delivery within the safeguarding and behaviour and attendance teams. The service will support the same client group and will meet similar needs.

Risk and Mitigations:	
Ease of delivery	Easy
Impact of savings	Medium
<p>Schools may decide not to ask for advice if they have to pay; this could compromise children's safety if schools make poor decisions; this in turn could trigger Ofsted intervention in schools and/or Tower Hamlets Council. This risk is relatively low as the Council would maintain its current team of education advisors who exercise the council's safeguarding statutory responsibilities vis-à-vis high risk situations around children's safety.</p>	

Resources and Implementation:
<p>This saving relates to the General Fund. Support will be required to draw up service level agreements and to implement financial management.</p> <p>Autumn term 2023</p> <ul style="list-style-type: none"> Devise charging model and service level agreements Liaise with schools Develop supporting backroom functions <p>Spring 2023</p> <ul style="list-style-type: none"> Launch SLAs

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	School Governance, Information and Traded Services Business Support Savings		
Reference:	SAV / CHI 006 / 24-25	Savings Category:	Efficiency
Directorate:	Children's Services	Savings Service Area:	Education services
Directorate Service:	Education - School Governance Service	Strategic Priority Outcome:	3. Accelerating education
Lead Officer and Post:	Lisa Fraser, Director of Education	Lead Member and Portfolio:	Cllr Maium Talukdar, Statutory Deputy Mayor & Cabinet Member for Education, Youth and Lifelong Learning

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	38	38	-	-	38

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

School Governance, Information and Traded Services has given notice to Business Support to terminate the SLA in place for 24 hours admin support at a cost of £38k a year. The School Governance, Information and Traded Services team have reduced 60 percent of admin functions through automation. Team members have already taken on 20 percent of admin functionality and a recent review determined that the remainder of all business support admin functions can be distributed amongst team members.

Revised Provision:

No impact on School Governance, Information and Traded Services service delivery

Risk and Mitigations:	
Ease of delivery	Easy
Impact of savings	Medium

Resources and Implementation:

No feasibility work is needed.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	School Library Services (SLS) HOS post deletion		
Reference:	SAV / CHI 007 / 24-25	Savings Category:	Transformation
Directorate:	Children's Services	Savings Service Area:	Education services
Directorate Service:	Education - School Library Service	Strategic Priority Outcome:	3. Accelerating education
Lead Officer and Post:	Lisa Fraser, Director of Education	Lead Member and Portfolio:	Cllr Maium Talukdar, Statutory Deputy Mayor & Cabinet Member for Education, Youth and Lifelong Learning

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	57	28	-	-	28

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	-	-	-	-	-

Proposal Summary:

The proposal is to delete the School Library Services (SLS) HOS post through natural wastage. The service can be absorbed by School Governance, Information and Traded Services; the strategic and budgetary responsibilities can be redistributed to the head of school Governance, Information and Traded Services. While the SLS HOS post (28hrs) currently costs £57k per year with on costs, with deletion of post and operational duties being shared amongst existing staff (who would need to be financially numerated for additional workload/responsibilities) this would generate a savings £28k.

Revised Provision:

No Impact on provision

With the two additional teams coming together (SLS and Global Learning) with the four from School Governance, Information and Traded Service, a bigger platform for co design and co production initiatives will be created, and possible efficiencies in service delivery across the 6 teams generated.

Risk and Mitigations:

Ease of delivery	Easy
Impact of savings	Medium

The staffing reductions proposed here will not involve any compulsory redundancies and have been planned in a way that will not have any significant impact on service delivery.

Resources and Implementation:

This change can be implemented within existing resources.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	Service Restructure - The Interface of EH Family Support and Targeted Youth Offer		
Reference:	SAV / CHI 008 / 24-25	Savings Category:	Service restructure
Directorate:	Children's Services	Savings Service Area:	Children Social Care
Directorate Service:	Early Help & Children Family Service	Strategic Priority Outcome:	3. Accelerating education
Lead Officer and Post:	Susannah Beasley-Murray, Director Children's Social Care	Lead Member and Portfolio:	Cllr Maium Talukdar, Statutory Deputy Mayor & Cabinet Member for Education, Youth and Lifelong Learning

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	1,424	250	-	-	250

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	22	5	-	-	5

Proposal Summary:

The London Borough of Tower Hamlets has 12 Children and Family Centres, divided into 4 localities, each comprising 3 centres. These centres offer both universal and targeted services for families, with a particular emphasis on an enhanced offer for families with children aged 0-5 years. In the last year, 17,535 children and 16,795 adults utilised the centres, making a total of 142,537 visits by children and 117,150 visits by adults.

Currently, the service has 420 open cases for 'Target Family Support'.

Revised Provision:

The Early Help Service offers both targeted and universal services. With the expansion of the Youth Offer for young people covering both targeted and universal services, the proposal suggests that targeted cases aged 0-11 will remain with Early Help, while those aged 11-19 will transition to the newly created Targeted Youth Offer. Both service areas will continue to engage in whole-family working, ensuring that families experience minimal, if any, changes to the 'Early Help Targeted Offer' provided to them.

Five members of staff from Early Help will transfer to the new service, ensuring that there is no overall loss of posts in family support. Families should not experience any impact from these changes, as both services will continue to provide comprehensive whole family working, assessments, and record-keeping on a unified system.

Risk and Mitigations:

Ease of delivery	Easy
Impact of savings	High

The Children and Family Centres cater to a substantial number of service users, significantly contributing to the reduction of families requiring statutory services. Over the past year, there has been an approximately 35% increase in cases coming into Early Help

The 'Target Early Help Family Support Offer' would be across the two divisions and service areas. To minimize any potential duplication and ensure consistency, it is crucial to establish a robust pathway and workflow. This approach guarantees that there would not be a duplication of services and that families receive the same level of service, regardless of the service area.

Resources and Implementation:

Currently the service is funded through a mixed economy.

1. General Fund
2. Government Grants
3. Public Health Grant

To ensure that families do 'not fall through the net', we will need to ensure that we have an agreed workflow for all families, so that families receive a good service across the board, where the staff delivering the service may be based.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	The staff would go in the Young Tower Hamlets and the Work would be picked up there.
Does the change reduce resources available to support vulnerable residents?	No	The cases would be picked up by the targeted offer in Young Tower Hamlets.
Does the change involve direct impact on front line services?	Yes	The 11-19 family support offer would be delivered through Young Tower Hamlets
Changes to a Service		
Does the change alter who is eligible for the service?	Yes	Early Help would not offer Family Support 11–19-year-olds this would be done thorough Young Tower Hamlets.
Does the change alter access to the service?	No	The family Support offer would remain the same – however would be provided by two different services.
Changes to Staffing		
Does the change involve a reduction in staff?	Yes	There would be a reduction in the staff which delivered the family support in 0-11, however these staff would move over to Young Tower Hamlets. So overall there would not be a reduction in staff.
Does the change involve a redesign of the roles of staff?	Yes	Some of the Staff would have to move over to a different service area and there JD might change as a result.
Summary:		Additional Information and Comments:
To be completed at the end of completing the Screening Tool.		
Based on the Screening Tool, will a full EA will be required?	No	

SAVINGS PROPOSAL

Proposal Title:	Ukrainian Grant Funding 5 EH Targeted Family Support		
Reference:	SAV / CHI 009 / 24-25	Savings Category:	Efficiency
Directorate:	Children's Services	Savings Service Area:	Children Social Care
Directorate Service:	Early Help & Children Family Service.	Strategic Priority Outcome:	3. Accelerating education
Lead Officer and Post:	Susannah Beasley-Murray, Director Children's Social Care	Lead Member and Portfolio:	Cllr Maium Talukdar, Statutory Deputy Mayor & Cabinet Member for Education, Youth and Lifelong Learning

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	1,424	300	-	-	300

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	22	5	-	-	5

Proposal Summary:

The Ukrainian war prompted the establishment of the Refugee Support Team, now known as the Resettlement and Migration Team (RMT). This team was formed in response to the expectations of the Department for Levelling Up, Housing, and Communities (DLUHC) for local governments to implement the Homes for Ukraine Scheme. The RMT's scope of work has expanded to include support for hotels, dispersed accommodation properties, and the Afghan Resettlement Scheme. They are now responsible for providing assistance in all matters related to asylum seekers and refugees.

Over the past two years, more than 3000 asylum seekers and refugees have relocated to the borough. While local authority services have always offered support, it was not consistently coordinated or strategic. The newly formed RMT team has played a vital role in ensuring that the local authority now delivers a more coordinated response to migrants, refugees, and asylum seekers. However, it's important to note that the team's capacity is currently limited.

Revised Provision:

This proposal would see 5 Birth to 19 family workers being funded to provide family support.

Central government funding for the current round of work with Ukrainian families comes to an end in March 2025; this would as a result be a temporary solution. Should funding not be identified or a growth bid agreed by March 2025, we would see a reduction in the workforce by 5 for the following year.

Risk and Mitigations:

Ease of delivery	Easy
Impact of savings	High

The grant funding would come to end in March 2025. This would mean that these posts would be pressure on the service to accommodate, or we would delete. Should the funding not be found, we would stop recruiting to post in order to avoid redundancies.

Resources and Implementation:

Currently the service is funded through a mixed economy.

1. General Fund
2. Government Grants
3. Public Health Grant

Although the implementation could be done for the next financial year, careful consideration would need to be made before the March 2025 to ensure that we did not end up with 5 people being made redundant.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	Yes	In the short term the staff would be funded from the grant for Ukrainian families, however as this funding is currently until March 2025, we would need to consider how we fund this in the future. Family supports are provided to families who are often the neediest. Their role helps families access support and overcome some of their difficulties so that it reduces inequalities.
Does the change reduce resources available to support vulnerable residents?	Yes	Yes – family support at level two of the continuum is only provided to families which are vulnerable.
Does the change involve direct impact on front line services?	Yes	This would mean that the service is reliant more on grant funding that it currently is.
Changes to a Service		
Does the change alter who is eligible for the service?	No	If there was however a reduction of service – this would impact the number of families we are able to support.
Does the change alter access to the service?	No	If there was however a reduction of service – this would impact the number of families we are able to support.
Changes to Staffing		
Does the change involve a reduction in staff?	No	Not In the short term, however in the long term if funding is not identified then we would see a reduction in family support workers.
Does the change involve a redesign of the roles of staff?	No	

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	Service Restructure - Review of Regulated Services and Resources Budget
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Reference:	SAV / CHI 010 / 24-25	Savings Category:	Service restructure
Directorate:	Children's Services	Savings Service Area:	Children Social Care
Directorate Service:	Supporting Families - Social Workers in Schools	Strategic Priority Outcome:	5. Investing in public services
Lead Officer and Post:	Nji Oranu, Service Manager, Children's Social Care (Supporting Families)	Lead Member and Portfolio:	Cllr Maium Talukdar, Statutory Deputy Mayor & Cabinet Member for Education, Youth and Lifelong Learning

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	2,193	140	-	-	140

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	68	2	-	-	2

Proposal Summary:

Regulated Services and Resources Budgets - (£140K)

This savings proposal has been developed following a review of the Regulated Services and Resources Budgets, triangulated alongside knowledge of the teams that make up the service and the multiple challenges faced. The proposal is in response to a request to identify savings across Regulated Services and Resources.

The service is made up of 10 teams (across seven work streams), with managers leading each of the teams, the service is supported by two Group Managers. Following a review of staffing, two support worker posts have been identified to be deleted to support the delivery of £140k of savings, these posts are currently vacant and are situated in the Edge of Care team.

This proposal does not change statutory provisions, nor is it foreseen that the service delivery model will impact the council's ability to achieve its strategic priorities.

Revised Provision:

Regulated Services and Resources Budgets

In terms of service continuity, should the proposed savings be accepted and implemented, the model of service delivery will not be significantly altered, and the service will continue to support children and their families in the same way. Therefore, the primary tasks of the service remains the same.

Risk and Mitigations:	
Ease of delivery	Moderate
Impact of savings	Low

Resources and Implementation:
N/A

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	Service Restructure - Leisure and Wellbeing		
Reference:	SAV / COM 001 / 24-25	Savings Category:	Service restructure
Directorate:	Communities	Savings Service Area:	Cultural and related services
Directorate Service:	Leisure Operations, Sports & Physical Activity (SPA)	Strategic Priority Outcome:	4. Boosting culture, business, jobs, and leisure 5. Investing in public services
Lead Officer and Post:	Simon Jones, Head of Leisure Operations	Lead Member and Portfolio:	Cllr Iqbal Hossain, Cabinet Member for Culture and Recreation

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	1,920	54	-	-	54

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	10	N/A	N/A	N/A	N/A

Proposal Summary:

The Leisure Service in Tower Hamlets will be insourced from 1 May 2024. As part of this transformation, there is an opportunity to bring some of the roles currently in the Sports and Physical Activity (SPA) department under the Leisure division to deliver a cohesive healthy living offer to the residents of Tower Hamlets.

As part of the strategic plan to bring leisure in-house and evolve it into a wider well-being offer, a new Operating Model needs to be agreed upon. We have to be confident that this model can effectively manage the current and growing demand for Leisure Services and quickly incorporate commercially viable opportunities based on our improving learning as an operator. If we are to develop a Leisure & well-being Service that can generate new revenue to benefit communities that we have not necessarily always fully served and promote healthy living and well-being, we need an adaptable and forward-thinking back-office to support it.

We also consulted experts in the Leisure industry to learn more about what structures and roles are in place to support the commercial efforts of the business as well as the day-to-day operations.

Currently, the management of Leisure Services is outsourced to GLL (Better). This has been the case for 18 years with several extensions to the contract. The service is a traditional Leisure Service with strategic outcomes that do not always align with the council's 2022-2026 strategic plan or with some of our future ambitions to support residents.

With the current coffer, GLL (Better) could positively impact the Sports and Fitness offer in the Borough and have a knock-on effect on other services and support offered by the council.

To deliver such impact, we need an operational structure that can support the delivery of ambitions set out by the Council. We are ambitious and realistic, taking careful consideration of how we can do this right. If we are to achieve Priority 4 of the Strategic Plan 2022-2026, and truly 'boost leisure', we need to build strong foundations that not only support the current offer but allow us to strive to improve on what we have.

To ensure a smooth transition in May 2024, the following roles are core to running the day-to-day of the service and ensuring we achieve key outcomes in Year 1.

Priority 4 of the Strategic Plan 2022-2026 states that the Council aims to "open up opportunities for all residents, including young people and women, to participate in a wide range of local sporting and cultural opportunities".

The alternative to bringing the SPA within the leisure division is to leave the service where it currently sits under a separate Head of Service. We have discounted this option because we believe it reduces the opportunities for enhanced collaboration outlined in this document. In addition, failing to move the SPA under the leisure division would result in a loss of economies of scale in overhead costs. As part of the restructure, we are proposing to reduce the core SPA team resulting in a contribution to the Council's savings target of £148,740.

Risk and Mitigations:	
Ease of delivery	Moderate
Impact of savings	Low

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	Leisure Service Insourcing – Project Costs		
Reference:	SAV / COM 002 / 24-25	Savings Category:	Efficiency
Directorate:	Communities	Savings Service Area:	Cultural and related services
Directorate Service:	Sports & Physical Activity (SPA)	Strategic Priority Outcome:	4. Boosting culture, business, jobs, and leisure 5. Investing in public services
Lead Officer and Post:	Simon Jones, Head of Leisure Operations	Lead Member and Portfolio:	Cllr Iqbal Hossain, Cabinet Member for Culture and Recreation

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	1,920	525	(525)	-	-

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

The current project budget allocated for delivering Leisure Insourcing is:

2022-23	2023-24	2024-25	2025-26
338	1,920	1,925	275

This is all growth funding.

Assuming the revenue budget is agreed (Ref: GRO / COM 001 / 24-25) for operational delivery, there is an opportunity to review and reduce the requirement in year 2 of the project.

At a high-level, the year 2 budget can be reset as follows without introducing unacceptable delivery risks:

Project Team & Support	635,000
Consultants Fees	260,000
ICT	500,000
TOTAL	1,395,000
Current Allocation (2024-25)	1,920,000
Variance	525,000

Revised Provision:

There will be no adverse impact to the current service delivery. If fact through the integration of services the scope and quality of the service is likely to improve.

Risk and Mitigations:	
Ease of delivery	Easy
Impact of savings	Low

Resources and Implementation:
None

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	Sports and Physical Activity		
Reference:	SAV / COM 003 / 24-25	Savings Category:	Transformation
Directorate:	Communities	Savings Service Area:	Cultural and related services
Directorate Service:	Sports & Physical Activity (SPA)	Strategic Priority Outcome:	4. Boosting culture, business, jobs, and leisure
Lead Officer and Post:	Lisa Fraser, Director of Education	Lead Member and Portfolio:	Cllr Iqbal Hossain, Cabinet Member for Culture and Recreation

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	2,246	200	-	-	200

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

Integration of the Outdoor Adventure Base and curriculum delivery with Young TH. This will provide a youth service setting in Mile End with ancillary provision including use of the river and other outdoor education, including DoE and other youth-based curriculum including programmes with Youth Justice and SEND schools. Saving through integration and efficiency. **Saving £200k**

N.B. Not confirmed – A business case is being developed to seek use of PHG Reserve to fund SPA activity on a reducing basis **£250k, £150k and £50k**. This will allow a reducing GF contribution to the SPA service budget. The budget gap will be met through the growing of income of the Leisure, Health & Wellbeing service through increased participation and the securing of grants and funding. Therefore, the service activity will be set income targets similar to a ROI approach.

Revised Provision:

There will be no adverse impact to the current service delivery. If fact through the integration of services the scope and quality of the service is likely to improve.

Risk and Mitigations:	
Ease of delivery	Easy
Impact of savings	Low

Resources and Implementation:
None

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	Commercialisation (Enforcement & CCTV)
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Reference:	SAV / COM 004 / 24-25	Savings Category:	Income generation
Directorate:	Communities	Savings Service Area:	Community Safety
Directorate Service:	Community Safety	Strategic Priority Outcome:	6. Empowering communities and fighting crime
Lead Officer and Post:	Ann Corbett, Director Community Safety	Lead Member and Portfolio:	Cllr Abu Chowdhury, Cabinet Member for Safer Communities

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	96	130	500	1,000	1,630

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

The council has invested significant growth and capital monies into increasing the number of Tower Hamlets Enforcement Officers patrolling the streets and upgrading the borough wide public space CCTV provision. The overarching aim of this investment is to help reduce crime and anti-social behaviour, bring more offenders to justice and improve the feelings of safety for Tower Hamlets residents.

The introduction of a new council structure has seen the creation of a new Communities Directorate that has brought Public Realm and Community Safety functions together. The new Directorate exploits the synergies for addressing crime and ASB and environmental crime in the borough. It aims to deliver an all-powerful enforcement service for TH residents to tackle the wide range of issues they face.

This enhanced enforcement offer will generate more income through an increased and better co-ordinated street-based enforcement activity. The 3-year incremental income generated by the Directorate constitutes the first phase of a long-term strategy that aims to achieve a cost neutral, self-sustained service. The income will be generated from better targeted enforcement activity and the commercialisation of enforcement and other related services (such as CCTV)

The proposal also seeks to develop a more commercial model for the THEO and CCTV service e.g. CCTV camera monitoring offer for social landlords through the new 24/7 CCTV control room or the provision of additional and dedicated Tower Hamlets Enforcement Officers patrols.

This will contribute to the achievement of the Mayor’s Manifesto objective to “Focus on crime/ASB on our estates”, restore the THEO trusted brand, as well as “Maintain our award-winning boroughwide CCTV service, which has been vital in working with the police to detect crime and identifying offenders. Work with local landlords and businesses to widen its scope.”

This proposal will rely on existing operational resources to deliver the service and does not involve any staffing reductions. No statutory consultation is required.

Revised Provision:

The incremental income generation over the 3-year period can be delivered by existing operational staff (the service will soon benefit from an additional 40 THEOs that are expected to be fully operational by Mar 24). Changes to the way some of the current resources within the Directorate operate may be required (i.e. focus on specific areas at certain times, co-ordinated days of actions, strengthened information sharing practices).. However, to develop a commercial offer will require some additional capacity and expertise to focus solely on commercialisation and marketing activities.

Tower Hamlets residents living on estates managed by RSLs will benefit from visible professional uniformed patrols in their estates as well as a joined up reliable CCTV system with strong links to other Council resources and the police. This will provide reassurance, deter ASB and crime and facilitate the identification of ASB and crime perpetrators and is of benefit to the Borough.

Risk and Mitigations:

Ease of delivery	Difficult
Impact of savings	Medium

The Directorate does not have the capacity, “back office” support skillset, and commercial expertise needed to market the service.

To mitigate this risk expertise, resources and additional capacity would need to be identified from within the wider Council resources and this commercial workstream prioritised as part of a programme of activity on income generation.

Risks may be mitigated by benchmarking and learning from other LAs who have done similar.

Operational risks - The current recruitment of additional THEOs and the new proposed THEOs service model will allow for resources to be allocated and tasked with a higher degree of flexibility. The new Communities Directorate will allow for a joined-up approach in delivering the council’s enforcement response to ASB. New processes and standard operating procedures will be in place. Risks to “business as usual” operational activity may be mitigated by reviewing the current demand and operational activity in order to prioritise and de-prioritise.

Resources and Implementation:

The resources needed to build up this proposal will have to be sourced within the existing Council. It will require communications and marketing strategy, data, finance, legal advice and potential input from other teams within the Council.

It will require a Programme Management approach to deliver the various workstreams.

Should this saving proposal be approved, Community Safety will start working with the council Communication Teams, finance & legal services, and CPMO internal resources to revitalise the existing marketing material (now out of date) and develop a service offer proposal to then be promoted to RSLs and partners (end of Nov/Dec).

SLAs requiring input from could then be drafted ready for the services to be provided starting Apr24 (once all the THEOs posts are filled and the new operating model fully operational).

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:
Will require ongoing oversight of all enforcement activity to address any issues with regard to disproportional impact on certain protected characteristics or groups.

SAVINGS PROPOSAL

Proposal Title:	Highways Maintenance – change in funding		
Reference:	SAV / COM 005 / 24-25	Savings Category:	Income generation
Directorate:	Communities	Savings Service Area:	Highways and transport
Directorate Service:	Highways and Transportation	Strategic Priority Outcome:	5. Investing in public services
Lead Officer and Post:	Paul Whitfield, Highways Group Manager	Lead Member and Portfolio:	Cllr Kabir Hussain, Cabinet Member for Environment and Climate Emergency

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	468	468	-	-	468

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

This proposal is to use the parking reserve to fund highway maintenance revenue works, which include cyclical and reactive maintenance of all public highway assets including carriageways, footways and street furniture.

Revised Provision:

This proposal would not alter the service provided but would mean that highways maintenance is funded from the parking reserve rather than the General Fund.

Risk and Mitigations:	
Ease of delivery	Easy
Impact of savings	Low
There are no significant risks identified.	

Resources and Implementation:

This will be implemented within existing resources.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	Advertising income from new sites		
Reference:	SAV / COM 006 / 24-25	Savings Category:	Income generation
Directorate:	Communities	Savings Service Area:	Highways and transport
Directorate Service:	Highways and Transportation	Strategic Priority Outcome:	7. Working towards a clean and green future
Lead Officer and Post:	Ashraf Ali, Head of Highways and Transportation	Lead Member and Portfolio:	Cllr Kabir Hussain, Cabinet Member for Environment and Climate Emergency

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	1,200	100	-	-	100

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

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The highways team will be looking at potential new sites for advertising boards to extend onto the existing portfolio. These sites will on public highways with a view to generate income subject to seeking planning permission and all relevant licenses and consents.

The new sites will require a valuation to proceed with procurement and we will need to appoint a consultant that has the necessary experiences and skills to carry this out.

How does this proposal contribute to achieving the strategic priorities of the Council?

Will help to generate income for the service.

Does the proposal alter patterns of statutory provision? If so, please describe how the Council will continue to meet its statutory obligations

It doesn't alter statutory provision.

What Service will this saving impact?

Highways and Transportation services – no impact on saving

Are there any staffing reductions? No.

Detail any required procurement activity.

Yes, this will require involvement of procurement exercise as it will go through competitive tendering process.

Detail any requirements around contract renegotiations

This will be set out through the process of procurement and involve legal team where required.

What stakeholder engagement is required? Any statutory consultation required?

None required

Can the savings be delivered in the current year?

No, it will need to tendering which requires lead time and the new advertising sites will require planning permission as well as the sites has to be identified in view to confirm their viability/suitability.

Revised Provision:

Service Continuity: Following implementation of the saving, please describe how the Service taking the saving will continue:

- *Does the saving lead to new models of service delivery?*
No
- *What are the potential benefits of these models, aside from cost savings (e.g. client resilience, greater diversity of service offer, improved access via different channels)*
The new sites has potentially advertising opportunities and to generate income for the council.
- *Will the Service continue to support the same client group?*
- Yes

Service Withdrawal: Where the council are withdrawing a service/ closing a whole Service:

- *Do other Services within the Council provide support for this client group and will these continue?*
No
- *Does the provision meet a universally agreed need, or is it unique to Tower Hamlets?*
It's not unique and advertising boards already existing in Tower Hamlets.
- *Is there precedent for withdrawal of similar services in Tower Hamlets or elsewhere?*
As above.
- *Have we learnt from/ adopted/ adapted best practice from these examples?*
We will seek good examples of other local boroughs as well as TfL
- *Is there voluntary sector or community capacity available or under development in Tower Hamlets to help former service users adapt?*
No

Risk and Mitigations:

Ease of delivery	Moderate
Impact of savings	Medium

What will the major risks on the project be?

Public Health has developed Healthier Advertising Policy that was adopted in May 2023 and sets guidelines to address the impact of advertisements for unhealthy food and drinks on child health. It ensures that advertisements promote healthier choices by restricting the advertising of foods and non-alcoholic drinks that are high in fat, sugar, and salt (HFSS) in or on council owned advertising spaces and through council - procured advertising service contracts. Tower Hamlets is one of seven local authorities across the UK to have adopted this policy.

This policy could have some impact on the existing advertising contracts.

What will their impact be on the project and Tower Hamlets Council?

Existing companies not obliged to adopt this within the existing contract and there could be some loss of revenue.

What are the possible mitigation strategies?

Resources and Implementation:

Does this saving completely relate to General Fund? If not, please state which other funding type is impacted?

Don't anticipate using general fund as its to generate income with profit sharing opportunities with advertising companies.

What are the resources needed to build up the proposal?

There will be impact on exiting staff to resource up officer's time to manage the project and oversee the delivery of the project in particularly the new sites. Furthermore, we will need expertise with advertising background therefore would need use of consultant to support in the delivery of this project.

Is feasibility work required?

What needs to happen for implementation? Timeline and activities required by month.

Yes, survey and desktop study will be required to identify potential new sites and the viability of each new location for potential advertising.

Firstly, to understand and carryout benchmarking with other boroughs to see if there has been impact on revenue. Looking at alternative products that that comply to advertise within the guideline/policy.

Quantify the risk if possible, i.e. if the risk materialises the saving will reduce by £x.
Its difficult to quantify at this stage until the companies are approached of the changes in policy.

Will it impact a manifesto priority?
No impact

It will require going through tendering process to award to relevant advertising company and all new sites will require planning permission.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	Electric Vehicle (EV) charging points		
Reference:	SAV / COM 007 / 24-25	Savings Category:	Income generation
Directorate:	Communities	Savings Service Area:	Highways and transport
Directorate Service:	Highways and Transportation	Strategic Priority Outcome:	7. Working towards a clean and green future
Lead Officer and Post:	Ashraf Ali, Head of Highways and Transportation	Lead Member and Portfolio:	Cllr Kabir Hussain, Cabinet Member for Environment and Climate Emergency

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	0	100	100	100	300

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

The approved London Borough of Tower Hamlets electric vehicle (EV) charging delivery plan (2021) undertook detailed analysis to develop a target of 500 EV charging points by 2023 and 1,400 by 2025-26.

In February 2023 the need for more EV charging points was emphasised in 'A Cleaner and Greener Future for Tower Hamlets', a pamphlet launched at the same time as the Mayor's Climate Advisory Board. This is supported by the council's new strategic plan which makes a commitment to the delivery of more EV charging points.

After consideration of recent growth figures the council has adjusted the above target to over 2000 new charging points by the end of the 2025-26 financial year.

This project will seek to procure EV chargers across the borough. The procurement would commence in late 2023. These chargers would be funded by the supplier under a concession contract. A site fee and share of revenue would be payable to the council.

How does this proposal contribute to achieving the strategic priorities of the Council?
Saves on carbon output towards a cleaner and greener environment.

What Service will this saving impact?
Highways & transportation service – it will generate income

Are there any staffing reductions? No

Detail any required procurement activity.
Yes, procurement and legal team will be involved throughout the process as the appointed suppliers will have to go through competitive tender.

What stakeholder engagement is required? Any statutory consultation required?
As with any highways schemes we will do the necessary consultation with residents and stakeholders.

Can the savings be delivered in the current year?
No, this is to generate income and we will need to go through the procurement process and approval from the Mayor on the whole project.

Risk and Mitigations:	
Ease of delivery	Moderate
Impact of savings	Medium
<p><i>What will the major risks on the project be?</i> The loss of funding would be the biggest risk</p> <p><i>What will their impact be on the project and Tower Hamlets Council?</i></p> <p>The impact will be on the delivery of the capital works that suppliers to delivery and reduction in the revenue share.</p> <p><i>What are the possible mitigation strategies?</i> Seeking to put our own capital bids for the works and maximise the share of the revenue. Alternatively, reduce the scale of the project with lower number of the charging points.</p> <p><i>Quantify the risk if possible, i.e. if the risk materialises the saving will reduce by £x.</i> Its difficult to quantify at this stage.</p> <p><i>Will it impact a manifesto priority?</i> Yes, it's a manifesto pledge to delivery EV and meeting the councils carbon reduction.</p>	

Resources and Implementation:
<p><i>Does this saving completely relate to General Fund? If not, please state which other funding type is impacted?</i></p> <p>Don't anticipate to use general fund as its to generate income with profit sharing opportunities with EV suppliers.</p> <p><i>What are the resources needed to build up the proposal?</i></p> <p>There will be impact on exiting staff to resource up officer's time to manage the project and oversee the delivery of the project in particularly the new charging points. Furthermore, we will need expertise with EV background therefore would need the use of a consultant to support in the delivery of this project.</p> <p><i>Is feasibility work required?</i> <i>What needs to happen for implementation? Timeline and activities required by month.</i></p> <p>Yes, survey and desktop study will be required to identify potential new sites and the viability of each new location for potential EV points.</p> <p>It will require going through tendering process to award to relevant suppliers.</p>

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	Construction Management Plan (CMP)		
Reference:	SAV / COM 008 / 24-25	Savings Category:	Efficiency
Directorate:	Communities	Savings Service Area:	Highways and transport
Directorate Service:	Highways and Transportation	Strategic Priority Outcome:	7. Working towards a clean and green future
Lead Officer and Post:	Ashraf Ali, Head of Highways and Transportation	Lead Member and Portfolio:	Cllr Kabir Hussain, Cabinet Member for Environment and Climate Emergency

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	-	-	200	-	200

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

Background

The Development Coordination Pilot was set up to investigate pro-active ways in which the Council could seek to mitigate the significant cumulative construction impacts across high growth areas of the borough. This has involved a significant amount of scoping work in seeking to understand and seek solutions to the challenges posed to the Council of managing the impact of construction phase on residents and businesses, post planning approval.

The work involved multiple in-depth conversations with internal service team colleagues within development management, plan making, regeneration, planning enforcement, building control, highways and transport, network management, streetworks, the pollution team, public health, procurement and capital delivery. Other London boroughs (Croydon, Hackney, Southwark, Wandsworth, Camden, Lambeth, Westminster and LLDC) and external agencies such as CLOCS, FORS and TFL were consulted on available solutions and established best practice.

Following this engagement, the Team came up with five key objectives for pursuit during the Pilot:

1. Improving communication and sharing of information with residents
2. Enhancing coordination across development sites, particularly in high growth areas such as Marsh Wall
3. Improving construction practice in the borough through updated guidance, submission requirements and simplified processes
4. Improving health, safety and wellbeing around construction sites (including pedestrian/ cyclist safety, air quality and wellbeing of residents)
5. Reducing the number of construction-vehicles on our roads

One of the results of these enquiries led to understanding that the process around the review, approval and monitoring of **Construction Management Plans** had been identified by other boroughs (Croydon, Hackney and Southwark) as critical to managing good public relations and progress between the regulatory authority, development stakeholders and their neighbouring residents and businesses.

Boroughs under less pressure, in growth terms, established dedicated CMP Officer roles within either their environmental health or highways and transport teams to respond to the coordination needs of high concentrations of development across their boroughs. The CMP Coordination service offered by these boroughs is separately funded through fees charged prior to construction works beginning and linked to the acceptance of working in adherence with the relevant borough Code of Construction Practice (CoCP) and approved Construction Management Plan (CMP).

CMP Officer positions would primarily be focused on these activities on behalf of the Council:

- Review of CMPs – early input at Pre-App and Planning stage
- Approval of CMPs – coordinating inputs/comments from Highways, Network Management and Environmental Health (plus other stakeholders, as necessary)
- Liaison with Developers, Contractors and affected residents/businesses
- Frequent monitoring of on-site activities with respect to construction logistics and activities onsite and safety of public realm surrounding active construction in accordance with CMP/CoCP
- Promotion of the use of the LBTH CMP template/proforma
- Promotion of the use of the CLOCS CLP template
- Attendance at Construction Forums
- Convening of detailed Working Groups for clusters of development – focusing on construction logistics challenges
- Promoting best practice and LBTH Code of Construction Practice
- Coordination, nomination and judging inputs relative to LBTH Construction Awards

Tower Hamlets has one of the highest levels of growth in the country, and household numbers are expected to continue to increase by around 30% over the next decade. To meet the needs of this projected growth, development will necessarily increase, resulting in an increase in construction activity around the borough. The Council recognises that construction phase can, if not adequately coordinated and managed, negatively impact residents with increases in congestion, noise and disruption to the public realm also resulting in significant reductions in air quality surrounding construction sites.

On the Isle of Dogs alone we estimate around 8no. schemes, currently in the planning system, will potentially deliver approximately 3,500 housing units over the next 5-7 years. The potential for fee charges for this projection range from £250 to £500K (dependent on the charging model adopted) covering the multi-year programme of construction activity.

The income generated from fees will fund the officer's posts and achieve this income target. Any additional income will be requested to be earmarked to mitigate works around CMP and construction.

How does this proposal contribute to achieving the strategic priorities of the Council?

Reducing the construction impact on the local community

Does the proposal alter patterns of statutory provision? If so, please describe how the Council will continue to meet its statutory obligations

What Service will this saving impact?

Highways & transportation service – it will generate income

Are there any staffing reductions?

No.

Detail any required procurement activity.

No

Detail any requirements around contract renegotiations

What stakeholder engagement is required? Any statutory consultation required?

As with any highways schemes we will do the necessary consultation with residents and stakeholders.

Can the savings be delivered in the current year?

No as the structure needs to be bedded in, this is to generate income and money generated will need to be ring-fenced. The fees can off-set overhead cost to the service.

Risk and Mitigations:

Ease of delivery	Moderate
Impact of savings	Medium

What will the major risks on the project be?
The Council is already perceived (by the public) as not adequately enforcing the current Code of Construction Practice or the related approved CMPs. To not seek solutions to the issue of inadequate oversight of development construction will not only affect public relations and perception but also risk a significant amount of development to continue to pose a safety and wellness risk to our residents and businesses across the borough.

Resources and Implementation:

Does this saving completely relate to General Fund? If not, please state which other funding type is impacted?
Its not saving, this proposal is to generate income through charging fees

What are the resources needed to build up the proposal?
Creating new posts titled as CMP officers, the fees generated will pay for the posts.

Is feasibility work required?
What needs to happen for implementation? Timeline and activities required by month.
Feasibility already completed.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

SAVINGS PROPOSAL

Proposal Title:	Arts, Parks and Events Savings and Income generation		
Reference:	SAV / COM 009 / 24-25	Savings Category:	Income generation
Directorate:	Communities	Savings Service Area:	Cultural and related services
Directorate Service:	Culture - Arts, Parks and Events	Strategic Priority Outcome:	4. Boosting culture, business, jobs, and leisure
Lead Officer and Post:	Catherine Boyd, Head of Arts, Parks and Events	Lead Member and Portfolio:	Cllr Iqbal Hossain, Cabinet Member for Culture and Recreation

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	181	372 income + 150 savings = 522	283	49	854

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

The current net budget of £181,187 is made up of income of £3,097,354 and an expenditure budget of £3,278,541.

The proposal contains opportunities, in relation to income generation from council owned assets that will boost culture, the local economy and leisure opportunities for residents.

Additional income will be generated through more events in parks, increased concession/market activity in parks and leasing assets. All activities will be subject to procurement, licensing and planning processes as well as statutory considerations including planning consent and licensing.

Events income will be subject to the procurement of the replacement Major Events Concession, which requires Cabinet approval. The expansion of the events programme in Victoria Park will be subject to Cabinet approval of the Major Events Policy for Victoria Park.

The savings (£150,000) will be delivered via efficiencies from the proposed merger of the Parks Service with the Green Team. At this stage, it is not known if savings will be achieved through staff reduction or service delivery efficiencies.

Income / saving opportunities key considerations:

- Income generated through the Victoria Park Horticultural Centre (subject to a new role being approved)
- Income from a wider range of events in Victoria Park (subject to the Major Events Policy revisions being approved by Cabinet) and savings from the events budget (events budget allocated to support a mini-Mela style event has not been used since the pandemic).
- Additional income from AEG Presents Ltd subject to the Major Events Policy amendments, contingent on a minimum 2-year Licence to Occupy being approved/agreed and Licensing.
- **Important:** Income for years 25/26 and 26/27 are based on AEG Presents Ltd delivering an additional 2 x events in June in 25/26 and 26/27. They may decide only to do 1 x event weekend in June if sales are poor or there are licensing constraints. This would see an estimated reduction in income/savings from £854,000 to £629,872 over the next three years.
- Efficiencies from a potential merging of Parks and the Green Team (via staffing reduction or efficiencies of delivery).
- New leases for kiosks, change of use of vacant buildings (subject to planning consent and capital funding).

All savings are subject to additional income be secured to cover inflation related increases to utility. The majority of the income is related to events in parks, which rely on changes to current policies being approved and contract negotiations, making these savings higher risk. Should there be a delay to negotiations / policy changes then this will impact on what additional income can be achieved.

Strategic Priority:

Income will be largely met through an increased events programme in parks, contributing to Strategic Priority 4 – Boosting culture, business, jobs and leisure.

Statutory Considerations:

Increased events will be subject to statutory requirements relating to the Licensing Act 2003, planning and H&S regulations etc. All events will be subject to council policies, including the Safety Advisory Group Terms of Reference for processing events.

Staffing Reductions:

A proposed saving of £150,000 for 24/25 was identified by the previous Director. This will be subject to organisational change relating to the potential merging of the Green Team and Parks Service that has been projected to create savings through service efficiencies and possible staff reduction. This would be a one-off saving for 24/25 only.

Procurement activity:

The projects income generation is subject to procurement processes being met to enable the Events team to tender out a winter programme of events in Victoria Park (Concession).

Contract Renegotiation:

A significant level of income will be subject to the Council entering into a Licence to Occupy with AEG Presents Ltd for the use of Victoria Park to hold commercial events. A three year land contract is being proposed and is subject to negotiation with legal and approval by the Mayor/Cabinet (as applicable) to enable AEG Presents Ltd to hold more events than the previously agreed 10 major event days (for one year – 2024).

Stakeholder engagement / consultation:

The income from AEG Presents Ltd will be subject to a change to the Major Events Policy for Victoria Park, due to go to Cabinet in November. Should this be called delayed or not approved then it would impact on the additional income shown in the table below as they would be unable to plan / deliver their additional June dates (in addition to All Points East).

The events income shown is also subject to AEG Presents Ltd obtaining a Premises Licence, which has a statutory 28 day consultation period.

Service Continuity:

The proposed merger between Green Team and Parks will result in changes to how the service is delivered, details are yet to be confirmed. Should the restructure result in posts being deleted that impact on the service's ability to generate income then this will mean that as a service we will not meet income targets.

There may need to be a reduction/service withdrawal relating to activities for children and young people depending on the outcome of the restructure.

Overview of savings:

IMPORTANT: The table below shows the breakdown of savings/income generation of £854,000. This supersedes any previous savings / income generation put forward for 24/25, 25/26 and 26/27.

Savings	2024-25	2025-26	2026-27
Parks and Green Team Review	150,000		0
Reduction in events spend and increase in income from Major Events programme (music festivals etc) and other commercial event activity in parks	347,000	253,000	39,000
Additional Commercial Activity in Victoria Park (income after staffing costs - new post needed for training centre). Includes nursery for 25/26.	25,000	25,000	5,000
Other income via kiosks and concessions in parks (subject to capital funding and planning consent). This has been put at £0 for 24/25 as there is a target for emended in 24/25 in the budget base and therefore, we do not want to double count.	0	5,000	5,000
Total	522,000	283,000	49,000

Revised Provision:

Service provision will be extended to all year round to maximise income generation.

Risk and Mitigations:

Ease of delivery	Difficult
Impact of savings	High

Income streams identified are reliant on and at risk from:

- Approval by Cabinet not being obtained in November for changes to the Major Events Policy to enable AEG Presents Ltd to have additional commercial event days. This would mean that the additional income for next year would not be achieved as AEG Presents Ltd would be unable to deliver additional June dates in 2024 impacting income for 24/25.
- Major Events policy – income from more events in Victoria Park is subject to Major Event Policy proposed change being approved by Cabinet, this is required to enable the Council to broaden the range of events it can consider. If not approved this would limit (across all financial years) our ability to generate additional income from events including AEG and winter events.
- Contract negotiations with AEG Presents Ltd being concluded by December 2023. Again, this would mean they could not deliver additional events in June 24/25.
- If ticket sales are poor or there are licensing issues with AEG's additional June dates they will not deliver 2 additional event weekends in 25/26 and 26/27, which would lower the estimated income across the three year period.
- Approval by Mayor (IMD) or delegated authority not being granted for a Licence to Occupy being granted for three years to AEG Presents. If they do not get a minimum of 2 years (currently have 1 year in principle for 2024) then they will not proceed with the additional dates that will enable the income growth.
- All events subject to Licensing (including conditions). Under the Noise Council Code of Conduct we are likely to receive representation from Responsible Authorities if the risk of impact of noise from additional major events cannot be sufficiently mitigated.
- Planning permission/statutory conditions, winter events are likely to be on site for more than 28 days, which would require planning consent as well as a Premises Licence.
- Legal challenge by Friends of Victoria Park against over commercialisation of parks. This happened in Haringey with a judicial review resulting in the Court of Appeal passing judgement that all income had to be ring fenced to Finsbury Park and not used for other Council savings etc.
- Legal challenge to the Licence to Occupy by competing event companies (Legal have advised this is a low risk as long as the Council ensures that the Licence to Occupy is purely a land deal with no other benefits).
- Market conditions and cost of living crisis, which will impact on income from marketing / promo activity and events in parks. Previously winter events, for example, have not performed well and due to the summer Major Events Programme, additional income will be dependent on winter event programmes.
- Winter events also subject to Major Events Policy changes to capacity thresholds being approved by Cabinet.
- Planned restructure being delayed and / or not leading to estimated savings. This is in the early stages of review and may not result in savings to the Parks Service. If the restructure goes ahead, this could impact on the team's ability to maintain current programme of income generating activities (volunteer programmes) and any cuts could have a longer term detrimental impact to parks reducing the commercial viability.
- Inflation costs could lead to budget pressures resulting in additional income needed to offset increased costs.
- Additional staffing to manage the Victoria Park Horticultural Centre not being approved by the People Board. We need at least one new role to manage this amenity including commercial activity.

Resources and Implementation:

- Capital funding required to support development of vacant assets and underused sites.
- New post required to manage income and community engagement activities through the Victoria Park Horticultural Centre. This salary would be offset by income generated through paid activities, hires of the facilities and increased corporate volunteering as well as plant sales.
- Continuing staff levels in parks to ensure we can deliver against current income targets and future targets and maintain the parks to a high standard so that they attract / retain commercial clients.
- Legal and procurement support for AEG Presents Ltd contract to be finalised.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	Yes	Restructure will lead to loss of roles in Parks, which includes frontline community park ranger roles.
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	Yes	Yes, if we lose community park ranger services via a restructure we may need to reduce regular stay and play activities and youth activities as well as school holiday provision.
Changes to Staffing		
Does the change involve a reduction in staff?	Yes	Restructure may lead to loss of roles.
Does the change involve a redesign of the roles of staff?	Yes	Restructure may result in jobs being redesigned if two services are merged.

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

Additional Information and Comments:
Currently not anticipated that a full EA will be required, but this will be kept under review as the restructure progresses.

SAVINGS PROPOSAL

Proposal Title:	Increase in Leisure Service Income		
Reference:	SAV / COM 010 / 24-25	Savings Category:	Income generation
Directorate:	Communities	Savings Service Area:	Cultural and related services
Directorate Service:	Leisure	Strategic Priority Outcome:	4. Boosting culture, business, jobs, and leisure
Lead Officer and Post:	Simon Jones, Head of Leisure Operations	Lead Member and Portfolio:	Cllr Iqbal Hossain, Cabinet Member for Culture and Recreation

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	N/A	-	967	1,036	2,003

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

As part of the insourcing of leisure services, we are iterating a business plan as we receive information from the incumbent operator, GLL. To date, we have received minimal financial information so are relying on the accounting available through historic contract management, industry data and conservative financial assumptions aided by colleagues in Finance. An 'art of the possible' is set out below noting that this will change over the coming months as GLL provide more information. It should also be noted that, as a commercial leisure operator, the service management team needs to be able to flex within this proposal as market trends and intelligence changes – in summary what we think is possible now may not be in a year depending on funders requirements and customer behaviour and, in some cases, may not even be desirable depending on how the new service is received:

How does this proposal contribute to achieving the strategic priorities of the Council? This proposal is set out to help reduce the anticipated deficit that insourcing the leisure service will generate.

Does the proposal alter patterns of statutory provision? No, assuming any ongoing deficit is funded by the Council.

What Service will this saving impact? All Leisure and Sports Development services.

Are there any staffing reductions? This is an income generation proposal. Reducing staffing would, potentially, cause a catastrophic risk to service.

Detail any required procurement activity. All procurement activity relating to the insourcing of the Leisure Service is available in a separate strategy, however it is for the lines on events and F&B that we expect to rely on suppliers to help deliver. We also expect to be commissioned by partners in order to achieve new income.

Detail any requirements around contract renegotiations This is part of the wider project and can be provided if required as it is not directly related to the proposal itself. Many functions will be picked up by internal support services and SLA's are being agreed to set expectations (IT, Finance, FM, Comms). There will be a small number of suppliers that will either novate from GLL to the new service or are being procured as part of the strategy (gym equipment, promoters, locker provision etc.).

What stakeholder engagement is required? Most of the lines above will need their own detailed stakeholder map and engagement strategy. To this end, we have onboarded a specialist leisure and sports consultancy to help us build a pipeline of new products and services that will capture the above.

Any statutory consultation required? Fee increases are an annual Member decision but otherwise no.

Can the savings be delivered in the current year? No, there is no service until May 1st, 2024.

Income stream	2024-25	2025-26	2026-27	Assumptions	Risks	Mitigation
PH Commissioned Service	£0.00	£20,000	£20,000	T2WM by year 2 and FYE. Small surplus of 10%. May be other opportunities arising.	Service will have to compete to win contracts.	PH funding a post specifically to set up.
NHS Commissioned Service	£0.00	£2,000	£25,000	Slow burning opportunities linked to PH post. - Prehab/Rehab etc	Service will have to compete to win contracts.	PH funding a post specifically to set up.
Membership increase		£424,000	£424,000	Currently circa 10,750 members. Top end of range likely to be circa 12,000. Year 1 projection has a 10% decrease built in for sleepers so assume gain them back in year 1. Assume achieve 12k target over years 2 and 3 but very challenging target as GLL were not at that number despite all their resources. Income estimate based on circa £32 per month average yield. Subject to detailed business planning exercise on-going.	This is predicated on significant latent demand across all sites which, in turn, assumes that CoL crisis does not prevent all demand from being realise.	TA6 onboarded to support bus dev plan and marketing campaigns.
Events	£0.00	£36,400	£40,040	10% per annum uplift from yr2 onwards. Requires an assessment of capacity and market size to be confirmed as possible.	Events management beyond York Hall could see a significant increase.	TUPE information suggests incumbent team transferring and assessment being commissioned on other venues.
Spa (York Hall)	£0.00	£33,950	£35,647	Currently generate £679k of income from the spa at York Hall. This is very strong income and difficult to improve on as is back to pre-pandemic levels. Assume 10% uplift per annum from year 2 at best.	Specialist service and success will be to maintain income in this case.	Secured the former GLL Spa services lead to develop a specific business plan for this service.
Swimming/wetside	£0.00	£142,058.96	£153,068.06	Swimming lessons at £1.74m. Some room for increasing numbers according to reports so target 20% uplift by year 3.	Intel to date suggests significant opportunity on this line.	Swim England commissioned to review swimming programme - with a focus on schools use.
Other Income	£0.00	£291,365.50	£320,502.05	£2.9m of other income. Assume can increase 10% across the board.	Residents report underuse but unlikely GLL have not 'sweated the assets'. Potential unknown until handover.	Awaiting an initial site review from Alliance to see whether utilisation assessment of 6 operational sites is useful. Latent Demand assessments already carried out for some places.
F&B	£0.00	£17,050	£17,902.50	Current income £341k. 20% uplift by year 3.	Linked to membership increase as the primary consumers of F&B. Improved events will help too.	Will depend on other lines above.
		£966,824.46	£1,036,160.11			

Risk and Mitigations:	
Ease of delivery	Difficult
Impact of savings	High
<p><i>What will the major risks on the project be?</i> The risks are set out in the table above for each line of the proposal.</p> <p><i>What will their impact be on the project and Tower Hamlets Council?</i> Generating income will reduce the anticipated deficit and move into surplus. This can then be used to either grow the service or offset overspend in other areas.</p> <p><i>What are the possible mitigation strategies?</i> Mitigation is set out in the table above for each line of the proposal.</p> <p><i>Quantify the risk if possible, i.e. if the risk materialises the saving will reduce by £x.</i></p> <p><i>Will it impact a manifesto priority?</i> Ultimately any new income that does not materialise will either have to be covered by the wider Council budget or the service will have to reduce its costs. As the costs are primarily staffing, that would be a 'last resort' as it will leave to service failure.</p>	

Resources and Implementation:
<p><i>Does this saving completely relate to General Fund? If not, please state which other funding type is impacted.</i> This proposal covers income only but the first line does rely on access to PHG funding.</p> <p><i>What are the resources needed to build up the proposal?</i> This will be delivered by the service and project resources already in place and funded.</p> <p><i>Is feasibility work required?</i> As set out above, this is already underway as it is a very fluid picture and will remain so for the coming months.</p> <p><i>What needs to happen for implementation? Timeline and activities required by month.</i> This is activity within a live project that has been in flight since late 2022. A full project planner is available on request.</p>

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	Yes	It should enable more people to access leisure services for a greater range of services and interventions that cover wider levels of need.
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	Yes	Yes, it should become more accessible, particularly for target groups – women & girls, people with disabilities or long-term health conditions and people from certain ethnic groups who are not fully represented in the current customer profile.
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	Yes	The purpose of the project is to insource an existing leisure operation and to develop the model to be more inclusive and holistic. HR are fully involved in this at both Board and project team level.

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

Additional Information and Comments:
There was an EIA for the project that is kept under review but this proposal does not change the findings of that assessment.

SAVINGS PROPOSAL

Proposal Title:	Parking Savings - various		
Reference:	SAV / COM 011 / 24-25	Savings Category:	Income generation
Directorate:	Communities	Savings Service Area:	Highways and transport
Directorate Service:	Parking Mobility & Markets	Strategic Priority Outcome:	7. Working towards a clean and green future
Lead Officer and Post:	Michael Darby, Head of Parking, Mobility & Market Services	Lead Member and Portfolio:	Cllr Kabir Hussain, Cabinet Member for Environment and Climate Emergency

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	22,962	1,054	2,975	950	4,979

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

To achieve maximum savings against revenue generated the service intends to do the following.

	2024-25 £000	2025-26 £000	2026-27 £000
Fees & Charges – Based on our proposal for an increase and changes to emission banding for our permits	479	350	350
Fees & Charges – Casual parking – Review of current charges	350	350	500
Enforcement – Introduce an increase visibility of the night service	125	100	100
Debt – If agreed a planned return of the parking debt team from Revenues and Benefits	100	-	-
Replacement of PCN processing system - Increase recovery rate and better Stage Que	-	75	-
Proposed increase in PCN charges	-	2,100	-
	1,054	2,975	950

It should be noted that following these additional enforcement activities we will see a higher level of compliance over time and therefore a reduction in additional revenue.

Revised Provision:

Some proposals were rejected and these will be put forward again in future years.

Risk and Mitigations:

Ease of delivery	Moderate
Impact of savings	High

Saving will only be achieved if the proposals for fees and charges are agreed.

Decision will need to be made at CLT level regarding the debt team returning under the Parking, Mobility and Market structure.

With the above risk the income loss will be potentially £579k from fees and charges.

Resources and Implementation:

This saving does not affect the general fund however will impact on the parking revenue account.

The plan is to implement the above changes by April 2024-2027

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	Commercial Waste income generation through an improved offer		
Reference:	SAV / COM 012 / 24-25	Savings Category:	Income generation
Directorate:	Communities	Savings Service Area:	Central services
Directorate Service:	Public Realm – Waste Services	Strategic Priority Outcome:	7. Working towards a clean and green future
Lead Officer and Post:	Oli Kapopo, Head of Waste Operations	Lead Member and Portfolio:	Cllr Kabir Hussain, Cabinet Member for Environment and Climate Emergency

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	3,718	-	-	500	500

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

The commercial waste income target has remained static for a few years, amidst the recruitment of an additional sales officer in 2022 to bolster sales. With a market share of business collections of about 15% (excluding Canary Wharf), there is a need to reignite the service and increase income by £500k. Income generation activities will be achieved through several interventions such as –

1. Separation of the commercial waste collections from municipal to start the process of building a separate business entity that trades as a business. This will be necessary to understand how much net income is generated considering associated costs of salaries, vehicles, disposal costs etc.
2. Innovative ways of generating income, such as offering a wider service that includes compactor collections, skip collections and hire, an improved commercial offer that includes discounted rates for large accounts, etc.
3. Working symbiotically with enforcement to ensure that compliance by businesses in how they dispose of their waste is in check and appropriate fines are issued where there is a need. This will be enhanced by the re-introduction of timed collections and time-bands for residents and businesses to put out their waste.
4. Recruitment to a permanent FTE to manage the commercial waste team with dedicated support on performance management, sales targets, recovery etc. This is to ensure that the team has longer term resilience as there has been no permanency in how they have been managed since 2022.

Does the proposal alter patterns of statutory provision? If so, please describe how the Council will continue to meet its statutory obligations, NO

What Service will this saving impact? Waste commercial Services

Are there any staffing reductions? NO

What stakeholder engagement is required? Any statutory consultation required? None

Can the savings be delivered in the current year? NO

Revised Provision:

This proposal offers additional income to the commercial waste portfolio by £500k. The income target at present is at £3.7m and has not changed for a few years. The revised income target from 2026/27 will increase to a total of £4.2m. 2023 – 2024 will offer an opportunity to model a revised service and put plans in place to generate additional income. There will be no invest to save requirements at this stage.

Risk and Mitigations:

Ease of delivery	Moderate
Impact of savings	Low

Resources and Implementation:

No additional resource requirements. There will be a review of the commercial waste operation to delink collections from municipal with a view to operate a 'stand-alone' trading service that takes into account associated costs of running the service on a day to day basis.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	Yes	Indirectly through a change in service delivery via optimisation of the collection service and the separation of waste collections from municipal to a 'stand-alone' service.
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	
Summary:		
To be completed at the end of completing the Screening Tool.		
Based on the Screening Tool, will a full EA will be required?		No
Additional Information and Comments:		

SAVINGS PROPOSAL

Proposal Title:	Passenger Transport Services		
Reference:	SAV / COM 013 / 24-25	Savings Category:	Transformation
Directorate:	Communities	Savings Service Area:	Education services
Directorate Service:	Fleet Management & Vehicle Workshop	Strategic Priority Outcome:	3. Accelerating education
Lead Officer and Post:	Richard Williams, Head of Operational Services	Lead Member and Portfolio:	Cllr Kabir Hussain, Cabinet Member for Environment and Climate Emergency

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	4,997	120	-	-	120

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

Passenger Transport provide an in-house service operating 52 routes providing 605 children with home to school, transport daily. In addition, we operate 15 routes providing transport for vulnerable adults to day centres.

In 2022/3 the cost of this service was £5,960,365. This is re-chargeable to our commissioning services.

Health, Adults and Community Department	£1,192,073 (20%)
Children and Culture Services	£4,768,292 (80%)

With pressure on SEN Transport Budgets and savings expectations, we are reviewing service delivery options to deliver a fit for purpose, future proof and commercially viable service from September 2023.

In order to:

- Improve management of transport logistics
- Optimise handling of passenger data
- Optimise routes
- Improve service reliability
- Improve customer communication
- Increase value for money
- Enable improved performance management
- Facilitate efficiencies and income generation

Investment in a new passenger transport management system is taking place in 2023/24 to support this improvement work.

This new system is key to delivering efficiencies, savings and improvement. The procurement of new performance management system will enable smart technology and innovation to improve transport logistics, management of transport workloads, improved service performance and reliability, increased value for money (as measured by reduced cost of service delivery, or increased revenue generation) and improved customer satisfaction.

The procurement of new performance management system requires use of new technology and innovation to improve transport logistics, management of supply and demand in workload, delivery of performance and reliability improvements, increased value for money (as measured by reduced cost of service delivery, or increased revenue generation) and improved customer satisfaction.

The initial investment of £33K in 2023/4 which includes first year hardware costs of £22K, will support delivery of estimated efficiency and revenue saving of between £27K and £192K from 2024/25 onwards. We estimate full year savings of £120k in 2023/24. These savings would be passed onto our commissioning services: Health, Adults and Community, Children and Culture.

Revised Provision:

Costs and Benefits

This is an invest to save proposal with the additional cost of the system recovered through reduced operating costs and increased income generation through improved use of available driver and vehicle resources to deliver core services and additional paid transport services (School trips, council wide deliveries, in-sourcing of externally provided transport)

Risk and Mitigations:

Ease of delivery	Moderate
Impact of savings	Medium

The primary risk associated with the project is the time it will take to complete mobilisation of the new fleet management system, improve route logistics and develop detailed plans for alternative transport delivery model, staffing structures and income generating opportunities.

Resources and Implementation:

Additional focus is required on commercial opportunities to generate income, to provide delivery functions to other council teams and improve utilisation of vehicle and staff resources.

Passenger Transport operates as a traded service with all cost re-charged to commissioning departments.

Health, Adults and Community, Children and Culture

Savings proposal relate to mitigating budget pressures on SEN and Adult transport.

Detailed project planning is required to ensure these savings can be delivered from April 2024.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:
No equality issues have been identified.

SAVINGS PROPOSAL

Proposal Title:	Fleet Electrification				
Reference:	SAV / COM 014 / 24-25	Savings Category:	Transformation		
Directorate:	Communities	Savings Service Area:	Highways and transport		
Directorate Service:	Fleet Management & Vehicle Workshop	Strategic Priority Outcome:	7. Working towards a clean and green future		
Lead Officer and Post:	Richard Williams, Head of Operational Services	Lead Member and Portfolio:	Cllr Kabir Hussain, Cabinet Member for Environment and Climate Emergency		

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	2,162	343	65	-	408

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

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By transitioning our fleet to electric vehicles, we will contribute to delivering a cleaner and greener future for Tower Hamlets. The Council has approved £4.5 million of Community Infrastructure Levy (CIL) funding to invest in an electric fleet. By replacing our current leased vehicles with Council-owned electric vehicles (EVs) we will generate savings for user Departments, as they will no longer have to pay for vehicle leases.

However, there are certain requirements for this transition. We will need to procure the electric vehicles and provide training to our vehicle technicians to handle these new vehicles. The FM Technical team will play a significant role in installing a considerable number of rapid vehicle chargers across selected vehicle parking locations. This may involve upgrading power systems at multiple locations and require a substantial investment, which aligns with our long-term goal of modernising council transport operations. It's worth noting that due to the time-consuming process of infrastructure installation, the anticipated savings are unlikely to be realised this year.

Revised Provision:

The cost savings from this initiative will not necessitate implementing new service delivery models, unless the Council decides to relocate current parking locations. Even in that scenario, any operational impact on service delivery teams is expected to be minimal and manageable under the current management teams.

The main advantage will be a reduction in costs incurred by the Council for leasing or renting vehicles, leading to decreased internal recharges from the Fleet department to participating User departments. Additionally, the User departments are likely to experience savings in diesel/petrol costs, as electricity is expected to be a more cost-effective option for daily vehicle operations.

Risk and Mitigations:

Ease of delivery	Difficult
Impact of savings	High

The primary risk associated with the project is the time it will take to install the charging infrastructure. Some technical challenges that are already known include:

1. Limited knowledge and expertise due to the use of modern technology.
2. Limited availability of power at current parking locations.
3. Constraints on parking locations and their sizes, resulting in vehicles being distributed throughout the borough.

There is currently £900k in funding allocated for the project, but there is a risk that this funding may not be sufficient. In such a case, an application for additional funding would need to be made, which could impact the Capital funding.

Another risk pertains to the modern technology of electric vehicles (EVs) and the absence of studies regarding the cost of disposing of vehicles when they reach the end of their economic life. However, it is anticipated that the industry will rapidly develop, as will the expertise among Council staff in this area.

Resources and Implementation:

If the task proves to be overly complicated, there is a possibility that external consultancy services may be required. However, it is too early to determine this at present.

Based on the current projections, it is anticipated that by the end of this financial year that infrastructure will be in place and the procurement of EVs will commence. The anticipated savings are based on the best-case scenario, assuming that required infrastructure is installed at key parking locations.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	Resume MOT service		
Reference:	SAV / COM 015 / 24-25	Savings Category:	Income generation
Directorate:	Communities	Savings Service Area:	Highways and transport
Directorate Service:	Fleet Management & Vehicle Workshop	Strategic Priority Outcome:	5. Investing in public services
Lead Officer and Post:	Richard Williams, Head of Operational Services	Lead Member and Portfolio:	Cllr Kabir Hussain, Cabinet Member for Environment and Climate Emergency

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	-	25	-	-	25

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

This proposal aims to invest in public services and enhance the council's positive image by providing value-added services to the public, such as MOTs. Additionally, it can have a positive impact on the council's operations by conducting MOTs for smaller vehicles internally, resulting in cost savings compared to using third-party providers.

The introduction of this service will not affect statutory provisions and may even improve vehicle downtime for internal fleet users of eligible vehicles, as MOTs can be completed more efficiently with faster turnarounds.

The income generated from this service will also improve the workshop's self-sufficiency within the council. The anticipated income is based on the expectation of conducting up to 3 MOTs for external customers per day using the existing workshop technicians, eliminating the need for additional resources. However, the technicians will need to attend a training course to obtain the required qualification, which can be accommodated alongside their current workload.

No procurement activities will be necessary for this initiative. The support of the council's ICT team will be required to operate the third-party network within the station, although there are precedents of other departments successfully implementing this approach, indicating its feasibility. Additionally, a booking system and payment acceptance system will need to be designed and incorporated into the council's website, but the complexity of this task is yet to be determined.

While the commissioning and upskilling of technicians may take time, the goal is to complete these activities within the current financial year to start generating income in the next financial year.

Revised Provision:

The implementation of this service will not impact any existing service delivery by the council. Instead, it will enhance the council's image by offering an additional service to the local public. The workshop will continue to provide support to its current internal clients while also being able to offer a more efficient service to them.

Risk and Mitigations:

Ease of delivery	Moderate
Impact of savings	Low

The main challenge of this project lies in the allocation of implementation resources by the existing management team, considering the need to balance it with other ongoing activities.

Resources and Implementation:

No additional resources are expected to be allocated for this project, except for the managerial time required, which is currently unknown.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	Special Treatment Licence Fees		
Reference:	SAV / COM 016 / 24-25	Savings Category:	Income generation
Directorate:	Communities	Savings Service Area:	Cultural and related services
Directorate Service:	Environmental Health and Trading Standards	Strategic Priority Outcome:	5. Investing in public services
Lead Officer and Post:	David Tolley, Head of Environmental Health and Trading Standards	Lead Member and Portfolio:	Cllr Kabir Hussain, Cabinet Member for Environment and Climate Emergency

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	80	24	-	-	24

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

Special Treatment Fees

- Uplift of business licence fee for special treatments i.e. beauticians shops. Our fees have been benchmarked with Newham, Hackney, City.
- Fees could be uplifted in two yearly instalments - £135 per year making an MST fee rising from £409 to £544 in 24-25 and £679 in 25-26
- Fees for Lasers to be uplifted in two instalments - £90 per year making a Laser fee rising from £659 to £749 in 24-25 and £840 in 25-26
- Estimated income increase: £23,500 in year 24-25.

Note: these are small enterprises employing local people, risk that the fee becomes unaffordable

Revised Provision:

Increase in business licence fees.

Risk and Mitigations:

Ease of delivery	Moderate
Impact of savings	Low

This will place a burden on small businesses – some may not be able to afford the fee and close which will mean less income.

Risk of a Judicial Review on increasing fees

More enforcement costs to collect licence fee.

Resources and Implementation:

No additional resource required – implemented as part of the fee structure

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:
The London Borough of Tower Hamlets, currently does not currently capture equality data for businesses, once introduced the proposal should be monitored to identify the impact on business.

SAVINGS PROPOSAL

Proposal Title:	In Sourcing of Out of Hours Environmental Health Response				
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Reference:	SAV / COM 017 / 24-25	Savings Category:	Contracts		
Directorate:	Communities	Savings Service Area:	Central services		
Directorate Service:	Environmental Health and Trading Standards	Strategic Priority Outcome:	6. Empowering communities and fighting crime		
Lead Officer and Post:	David Tolley, Head of Environmental Health and Trading Standards	Lead Member and Portfolio:	Cllr Kabir Hussain, Cabinet Member for Environment and Climate Emergency		

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	185	-	123	62	185

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

The end the current contract with regards to the out of hours Environmental Health Response Service, predominately noise, and transfer this week to the Community Safety Service. Operating times Thursday to Sunday 8.00pm to 3.30am

The out of hours Service is broader than noise – they also cover when time permits:

- Monitoring of licensed premises
- Debt recovery from unpaid licence fees
- HMO tenancy checks
- Responding to unlicensed events – not noise related.
- Checking that formally closed food premises remain closed.
- Checking for licensing 'blue notices'
- Working with the other NTE 'players' that we fund – Street Pastors, Late Night Levy Police, Trident Medics and linking into the business radio link (new for this year)
- Other EH out of hours matters as they arise.
- They also give a reference point for the EHTS on call Manager out of hours.

The above reduces out of hours overtime across the Service and ensures that we can manage EHTS issues out of hours.

We are also commencing in September monitoring of construction sites at weekends – this additional Officer will come from the three above or in the wider Parkguard group until they source a permanent member of staff.

This request is part of the strategic plan and funded by income from the Code of Construction Practice that was adopted earlier in the year.

The current contract was a three plus two with expiry in July 2025.

Indicative costings given above as the Community Safety have to determine the cost base for delivering the service.

Revised Provision:

To investigate if the work can be carried out a reduced cost with Community Safety

Risk and Mitigations:

Ease of delivery	Moderate
Impact of savings	Medium

If a replica Service can be created there will be no loss of service

Resources and Implementation:

A review needs to be undertaken to determine the cost base of the Community Safety Service in carrying out these tasks.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	Service Restructure - Environmental Health and Trading Standards		
Reference:	SAV / COM 018 / 24-25	Savings Category:	Service restructure
Directorate:	Communities	Savings Service Area:	Central services
Directorate Service:	Environmental Health and Trading Standards	Strategic Priority Outcome:	7. Working towards a clean and green future
Lead Officer and Post:	David Tolley, Head of Environmental Health and Trading Standards	Lead Member and Portfolio:	Cllr Kabir Hussain, Cabinet Member for Environment and Climate Emergency

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	5,796	164	-	-	164

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	95	2	-	-	2

Proposal Summary:

The realignment of Teams within the Environmental Health and Trading Standards Service to reflect the new Corporate Directorate structure. Two Teams will be realigned within the Communities Directorate and two will be realigned within the Housing and Regeneration Directorate to increase the effectiveness of service delivery and reduce management costs within Environmental Health and Trading Standards. Those Teams that are not realigned will create a new streamlined commercial regulation service – Regulatory Services (Commercial)

There will be no compulsory redundancies as part of this reorganisation, but there will be the deletion of a Senior Management post and a Team Leaders post.

Revised Provision:

There will be no impact on service delivery and functional units and Teams will remain intact. However, this realignment will give opportunities for more effective working and the creation of closer synergies as Teams move to reflect the new corporate structure. The reporting lines across the functional areas will be streamlined and solution focused, more effective and management costs reduced.

Risk and Mitigations:	
Ease of delivery	Moderate
Impact of savings	Medium
<p>The restructure will result in a 'lift and shift' of most Teams and the creation of a new post Service Manager: Regulatory Services (Commercial) which will formed from the merger of two Teams. There will be negligible cost in the creation of this post.</p>	

Resources and Implementation:

This saving relates the general fund – the restructure is mainly a lift and shift and will need to fit in with relevant reorganisations with the Communities and Housing and Regeneration Directorates. The restructure will follow the Councils reorganisation policy.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	Service Restructure - Highways and Transportation		
Reference:	SAV / COM 019 / 24-25	Savings Category:	Service restructure
Directorate:	Communities	Savings Service Area:	Highways and transport
Directorate Service:	Highways and Transportation	Strategic Priority Outcome:	8. A council that listens and works for everyone
Lead Officer and Post:	Ashraf Ali, Head of Highways and Transportation	Lead Member and Portfolio:	Cllr Kabir Hussain, Cabinet Member for Environment and Climate Emergency

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	4,668	100	-	-	100

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	76.6	0.6	-	-	0.6

Proposal Summary:

Align the highways and transportation services to a structure aligned to Mayor's priorities and a more efficient and customer focused council. The rationale for restructure is as follows:

1. Last reviewed in 2019
2. Improve efficiency:
 - a) Create a more streamlined and efficient service.
 - b) Eliminating redundant roles and clarifying reporting lines.
3. Cost reduction:
 - a) Reducing overhead costs of approx. £100,000 by eliminating unnecessary positions or functions.
 - b) This is particularly important now with the current period of economic downturn and financial challenges.
4. Provide increased focus:
 - a) Will help the service refocus its efforts on its core mission and strategic goals/political priorities.
 - b) Eliminating distractions or non-core activities, the service can become more focused on what it does best.
5. Enhance communication:
 - a) Will improve communication within the service. Clearer reporting lines and better-defined roles can reduce confusion and make it easier for colleagues to understand their responsibilities.
6. Retention and Development:
7. Increased Accountability: Create a culture of increased accountability, as employees have clearer roles and responsibilities. This will lead to better performance and results.
8. Enhanced Customer Focus: Can help the service become more customer focused by aligning the structure and processes/functions with the needs and preferences of our customers.

How does this proposal contribute to achieving the strategic priorities of the Council?

A structure aligns to deliver mayors priorities and councils strategic objectives.

Does the proposal alter patterns of statutory provision? If so, please describe how the Council will continue to meet its statutory obligations

What Service will this saving impact?

Highways & transportation service

Are there any staffing reductions?

At some level but overall reductions neutral.

Detail any required procurement activity.

No procurement required.

What stakeholder engagement is required? Any statutory consultation required?

Staff engagement including HR and union.

Can the savings be delivered in the current year?

No as this will need to go through internal governance including HR and union.

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Risk and Mitigations:

Ease of delivery	Moderate
Impact of savings	Medium

What will the major risks on the project be?

No major risk identified.

What will their impact be on the project and Tower Hamlets Council?

N/A

Will it impact a manifesto priority?

No

Resources and Implementation:

Does this saving completely relate to General Fund? If not, please state which other funding type is impacted?

The saving will reduce the staffing overhead costs.

What are the resources needed to build up the proposal?

Currently have a temporary staff supporting to work on the proposal.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	Planning and Building Control Reviewing Support & Other Costs		
Reference:	SAV / HAR 001 / 24-25	Savings Category:	Efficiency
Directorate:	Housing and Regeneration	Savings Service Area:	Planning and development services
Directorate Service:	Planning and Building Control	Strategic Priority Outcome:	2. Providing homes for the future
Lead Officer and Post:	David Williams, Director, Planning and Building Control	Lead Member and Portfolio:	Cllr Kabir Ahmed, Cabinet Member for Regeneration, Inclusive Development and Housebuilding

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	2.417	50	-	-	50

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	70	N/A	N/A	N/A	N/A

Proposal Summary:

The Planning & Building Control service processes, facilitates and realises hundreds of millions of pounds of investment into Tower Hamlets every year. Much of this is through large developments delivering thousands of new homes and especially affordable homes to help us tackle overcrowding and investment in commercial buildings delivering jobs and training opportunities for our residents. These developments also deliver funding for infrastructure to help us absorb the extra population and to improve our wider community, leisure, education, health, environment and transport.

This is about being as efficient as we can with our divisional wide non-staffing, support and other costs. Many of our support budgets are already transferred out from general fund and are funded by our income streams. However, we have further reviewed the remaining sources and through some consolidation and assessment of use we can deliver:

- Savings in allocated team other/support budgets from general fund £10,000 (reduction in Historic Building grant fund).
- Savings in allocated team other/support budgets from income sources then diverted to general fund budgets to deliver a saving £40,000.

This proposal which is focused on other/support budgets and not staffing budgets. It aims to keep the division as lean and efficient as possible and able to effectively contribute to or facilitate strategic priorities as P&BC needs to at different times especially providing homes for the future. No procurement activity, statutory consultation or contract negotiations are needed.

Savings can be delivered for 24-25.

Revised Provision:

This proposal will mean that the council is unable to offer as many small grants as previously to heritage buildings/organisations to undergo minor improvements to historic buildings/assets.

On a wider level it will have no impact on overall service provision and largely represents a change in how funding is used. Based on previous years use of these other non-staffing budgets it is anticipated, based on projections at this time, that there should be enough in each budget to cover demand.

Risk and Mitigations:

Ease of delivery	Moderate
Impact of savings	Low

Most of these budgets non-staffing budgets in P&BC are income funded by now and very few remain as general fund. We have reviewed main core areas and identified based on previous years use that soe budgets could be reduced and funding redirected to replace general fund and deliver a saving.

The main general fund areas will deliver a saving in the historic buildings grant fund. The proposal is a reduction in this by £10k so the funding available will then be reduced to only £16250. However, if this is clear then this will be the sum available. The funding can be an assistance when repairing parts of buildings or specific features and in some cases can be used to remove assets from the heritage at risk register. If this funding is not there then alternative sources will need to be sought by organisations.

Note – cost of appeals and JRs of planning decisions can be a significant draw on budgets despite it largely being an area that is unbudgeted. We currently have a high number of public inquiries in the pipeline and anticipate at least one more of particular note. These have significant resource implications, both in terms of costs associated with legal representatives and expert witnesses, but also in terms of taking up significant amounts of officers' time and having the knock-on impact of slowing other workstreams. The leaner our budgets are the less likely we will be able to absorb these costs, particularly when income in other areas has slowed down.

Resources and Implementation:

This saving partly relates to direct general fund saving and partly a saving by utilising some income to reduce the need for general fund.

No funding or feasibility is needed to deliver the savings.

This can be implemented for 24-25.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	Infrastructure Supporting Planning		
Reference:	SAV / HAR 002 / 24-25	Savings Category:	Income generation
Directorate:	Housing and Regeneration	Savings Service Area:	Planning and development services
Directorate Service:	Planning and Building Control	Strategic Priority Outcome:	2. Providing homes for the future
Lead Officer and Post:	David Williams, Director, Planning and Building Control	Lead Member and Portfolio:	Cllr Kabir Ahmed, Cabinet Member for Regeneration, Inclusive Development and Housebuilding

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	(108)	70	-	-	70

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	41	N/A	N/A	N/A	N/A

Proposal Summary:

The Planning & Building Control service processes, facilitates and realises hundreds of millions of pounds of investment into Tower Hamlets every year. Much of this is through large developments delivering thousands of new homes and especially affordable homes to help us tackle overcrowding and investment in commercial buildings delivering jobs and training opportunities for our local residents. These developments also deliver funding for infrastructure to help us absorb the extra population and to improve our wider community, leisure, education, health, environment and transport.

Consequently, Planning & Building Control is already around 80-85% income funded. The service is constantly shaping how it is structured and funded to deliver using an ever-decreasing amount of general fund. One important source of funding is from development taking place in the Borough. The council is legally allowed to take a % of its Community Infrastructure Levy (CIL) receipts from its own Tower Hamlets CIL (4%) and the Mayor for London CIL (5%) but it is restricted in use to the administration and management of the whole CIL planning, collection, monitoring and allocation process.

This funding is utilised to enable us to set up and support an infrastructure planning section. This section has to respond quickly to the level of CIL financing and its complexity, assess major proposals, negotiate, test and define the payment sums, then manage the expenditure that this large-scale development brings to the borough. The full CIL calculation and value assessment process, for the Borough and the London Mayor is complex but the sums being generated are significant. However, they are not guaranteed. Each year the numbers and types of development trigger payments to the council can vary. Consequently, we have to remain cautious as to the amount of funding we can use to support appropriate roles.

Our development viability service also sits in the infrastructure planning section – this service is one of a very few council devised, funded, managed and led services in the UK. As a result, we lead the assessment of development in our borough and our use of private consultants offering this advice has reduced, keeping income within the service. While we have been able to generate a steady income stream from viability assessments, gathering more expertise and experience as we go, we are now also offering the use of our service out to other local authorities for a fee. This is gathering momentum so we consider that this service can now steadily use income to contribute more to the running of this service, allowing savings to be made elsewhere.

This overall savings proposal is therefore two-fold.

(i) CIL Income funding general fund posts. Proposal £35k for 24-25. To use this source of income funding (CIL) to fund, permanently, some additional posts in planning currently financed by general fund. Not all posts in planning can be funded or should be funded this way as its amount and scope is limited. If we could create a Planning Reserve we can also reserve some further additional funding, based on finance support and advice and utilise that in future years if income reduces at any point. If it is clear that we are consistently generating additional income and using the reserve, especially if the economy picks up, we would then be in a position to fund further posts this way. Overtime this could, with a reserve, deliver further savings which without a reserve we could not commit to as we could not guarantee in leaner years that we could cover the costs.

(ii) Development Viability Service Income Generation. Proposal £35k for 24-25. Business from other councils is starting to grow and projected to increase in future years. This sum could be used to switch out appropriate, related general fund elsewhere and deliver a saving.

The total of £70k would swap out general fund for:

- 1 x principal planning officer £70k

This does not impact employment, needs no procurement or negotiation of contracts and will not require statutory consultation.

The savings can be in place for 24-25.

Revised Provision:

This proposal will have no impact of service provision and represents a change in how posts are funded not if they are funded.

Risk and Mitigations:

Ease of delivery	Moderate
Impact of savings	Low

Major Risk: The income source, as are all in planning and building control, is not guaranteed. In this case it is secured only when a significant development (one that pays CIL) is implemented. Without development commencement we cannot confirm an income amount and so it is subject to the economy. In good years it flows well, when the economy dips, like now, it becomes more of a risk. The risk is that we fail to secure enough CIL administration funding and we do not make the income target needed to fund the team. This is not considered a common position and has only happened once since CIL was introduced over 10 years ago.

Additional Risk: The Development Viability service is relatively new and its move into offering a service has been recent. The demand looks healthy and it is attracting interest from new councils regularly, however if this dries up then the officers would need to be funded by an alternative source of funding.

The mitigation to either of these happening is the creation of a Planning Reserve. This way we can start to become self-sufficient in managing the peaks and troughs in income and use the reserve to fund any gaps each year. This means we can overtime take more calculated risks and use the reserve to further reduce the need to use general fund in planning.

If the risk materialises without the reserve it is likely no saving would be made.

Resources and Implementation:

This saving is made by increasing other sources of income which can once established be used to replace general fund.

No resources needed or feasibility required to deliver the savings.

The reserve is needed to make this saving work beyond a single year and the sum identified. If a reserve is created then we can use planning funding to commit to additional savings year on year and reduce the general fund used in planning.

This can be readied for implementation from 24-25 at the amount identified.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:
This proposal is about how posts are funded and has no direct impact on staff.

SAVINGS PROPOSAL

Proposal Title:	Planning and Building Control Securing Income		
Reference:	SAV / HAR 003 / 24-25	Savings Category:	Income generation
Directorate:	Housing and Regeneration	Savings Service Area:	Planning and development services
Directorate Service:	Planning and Building Control	Strategic Priority Outcome:	2. Providing homes for the future
Lead Officer and Post:	David Williams, Director, Planning and Building Control	Lead Member and Portfolio:	Cllr Kabir Ahmed, Cabinet Member for Regeneration, Inclusive Development and Housebuilding

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	(108)	50	-	-	50

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	41	N/A	N/A	N/A	N/A

Proposal Summary:

The Planning & Building Control service processes, facilitates and realises hundreds of millions of pounds of investment into Tower Hamlets every year. Much of this is through large developments delivering thousands of new homes and especially affordable homes to help us tackle overcrowding and investment in commercial buildings delivering jobs and training opportunities for our local residents. These developments also deliver funding for infrastructure to help us absorb the extra population and to improve our wider community, leisure, education, health, environment and transport.

Consequently, Planning & Building Control is already around 80-85% income funded. The service is constantly shaping how it is structured and funded to deliver using an ever-decreasing amount of general fund. Every year the division reviews all its discretionary fees and reviews its benchmarking and charging levels as part of this process. If new fees can be identified these are added and if existing ones can be increased without impacting services, as in some cases it is a competitive environment and fees need to remain competitive, then they are increased.

Having reviewed (note: only draft at this stage) the fees we charge on a discretionary basis then increases of inflation plus in some cases some significant additional increases a sum of £50,000 additional funds in fees may be realisable. It all depends on volume of business and the wider economy as to whether the development industry are ready to pursue proposals through pre-application and implement or complete other schemes for which they already have permission. As the economy is down at present the priority remains for the division to meet its existing target levels which are already considerable. However, considering all this additional funding from increased Fees and Charges could deliver for 24-25:

- Further increases in income used to switch out use of general fund of estimated £50k.

Extra savings may also be possible in future years but as the development industry is cyclical it is hard to commit to the additional income being secured as it is entirely dependent on others developing proposals through us and/or then implementing them.

This does not impact employment, needs no procurement or negotiation of contracts and will not require statutory consultation as the fees are discretionary, although we will discuss with the development industry through our regular forums and highlight proposals.

The new fee schedule and subsequent savings can be in place to be secured from business in 24-25.

Revised Provision:

This proposal will have no impact on service provision but represents a change in how some funding is used.

Risk and Mitigations:

Ease of delivery	Difficult
Impact of savings	Low

The risks are that the economy continues to underperform and with it the development industry remains flat and business low. This is currently a reality so this means that the saving is not easy to deliver however if it does pick up then the saving is much easier to secure. In Tower Hamlets the development industry historically has not stayed quiet for long. At a local level there is little we can practically do to amend the national economic picture although we will remain ready to deliver an excellent service, work with developers to bring proposals as quickly as we can to a condition where a decision can be made and remain engaged to try and resolve any barriers to progress.

A planning reserve account would allow us to better manage the peaks and troughs of development.

The savings if realised will enable posts/services currently funded by general fund to be recharged to income sources.

Resources and Implementation:

This saving is made by increasing other sources of income through fee changes which, once established can be used to replace general fund.

No resources are needed to establish the saving.

The new fee schedule and subsequent savings can be in place to be secured from business in 24-25.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	Service restructure - Realigning Support Services to Accelerate Delivery		
Reference:	SAV / HAR 004 / 24-25	Savings Category:	Service restructure
Directorate:	Housing and Regeneration	Savings Service Area:	Planning and development services
Directorate Service:	Planning and Building Control	Strategic Priority Outcome:	2. Providing homes for the future
Lead Officer and Post:	David Williams, Director, Planning and Building Control	Lead Member and Portfolio:	Cllr Kabir Ahmed, Cabinet Member for Regeneration, Inclusive Development and Housebuilding

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	(207)	54	-	-	54

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	33	TBC	-	-	TBC

Proposal Summary:

The Planning & Building Control service processes, facilitates and realises hundreds of millions of pounds of investment into Tower Hamlets every year. Much of this is through large developments delivering thousands of new homes and especially affordable homes to help us tackle overcrowding and investment in commercial buildings delivering jobs and training opportunities for our local residents. These developments also deliver funding for infrastructure to help us absorb the extra population and to improve our wider community, leisure, education, health, environment and transport.

A core part of the service is its support service teams who manage our processes through which all applications for planning, building control, street naming and numbering and local land charges pass– Divisional Support and Divisional Digital & Commercial Innovation Unit. Over two years on since a restructure in 2021 and the creation of new teams and functions the services are in the front line of a number of national and local changes.

This proposal is therefore for us to look again and restructure the teams and roles and how they are funded. The key drivers are:

- The Mayor has made it very clear that he wants to see more affordable housing, delivered at pace within Tower Hamlets. While planning cannot build these properties it can as much as possible smooth the passage of proposals through our statutory and non-statutory processes and hopefully keep the supply of permissions high. This is a priority for the council so while we do currently have a strong performance record against all national indicators for our processes there must always be ways of improving further how we organise, manage and administer so we can further speed up our part in delivering development proposals. This review takes the first steps towards that goal.
- Local Land Charges have always been the remit of the local council however in recent years this has changed and HM Land Registry will be the end of this financial year have transferred the basic charge search process to the Land Registry. This will mean we lose some work but practically it means we also lose a significant income stream. This has the impact of needing to review the support function to ensure staff are in the right place and doing the right thing going forward.
- Technology advancements and changes in how information has to be submitted or how consultation responses can be submitted has reduced demand for how we need to manage and publish information and data. We need to review this function.
- The planning and building service is now an 80-85% income funded service and this is only set to increase in the coming years. The existing structures and processes have been outgrown for managing the pre-application services we offer. Our fees have also substantially increased over the years and rightly customer expectations have increased. These are key drivers to review parts of the planning administration process as we want to increase pace, improve organisation and administration of these tasks and meet customer expectations. This is so we can then deliver schemes through our processes as quickly as possible and get applications for new homes, especially affordable homes to alleviate overcrowding and a wide range of other important investments in business, leisure, community and commerce, towards decision with as little delay as we can.

At this stage the overall saving to the general fund will be £54k. With a further necessary reduction in the use of Local Land Charge income to be finalised.

No procurement or contract negotiations are needed. The same customer group will be served following the restructure with the exception of those seeking initial Local Land Charge searches. They will have been removed by HMLR and with it will go the income from this process, although we will still be expected to retain the integrity of the data that HMLR will be accessing.

The savings will require a full restructure process, recycling of vacant posts, new job descriptions in some cases and staff consultation and this would be the main guide as to deliverability in time for 24-25. Following implementation extensive re-training will be needed for some staff to undertake new duties.

Revised Provision:

The restructure will lead to things being approached differently within the division – one service area will have a reduced breadth but more clarity and focus on its role to facilitate the processing of planning and building control applications and manage our services for local land charges and street naming and numbering. The other service area will be reinforced and enabled to pursue fees and income more assertively, progress innovation and enable an efficient and effective management of our data and information including a co-ordinated central approach to customer queries, FOI, complaints and Mayor/Member Enquiries.

Service continuity should be unaffected. Customers are in the main the development industry although some local residents and local businesses also use the council’s services in these areas. The restructure is driven in part to offer an improved service to all customers as well as ensure that we secure the resources that the council needs. How we deliver this service will begin to change as a result of this restructure but the continuation of a service should not be affected..

Risk and Mitigations:

Ease of delivery	Difficult
Impact of savings	High

This is a project which needs to happen to enable us to respond to a series of important new drivers, not least of which is the Mayors request to accelerate wherever possible the approval, delivery and provision of new affordable homes to help reduce overcrowding in the borough.

The main risk is around the timely completion of a restructure in an area which was last restructured just two years ago. It involves redefining a number of roles in different areas and moving to new reporting lines so staff may well be anxious. It will need clear communications and carefully defining so while savings can be made, staff resources as far as possible can be retained. It is also difficult to fully anticipate that may arise in this situation but by planning ahead and working closely with managers and staff it is hoped we can restructure and upskill in key areas, in house, as speedily as possible.

Resources and Implementation:

This saving relates mainly to income only funded services – all planning and building control income sources support these services including planning fees, street naming and numbering fees and local land charge fees. A small amount of general fund exists and will be reviewed.

The proposal needs to no resources to build and does not need a feasibility study.

A decision on whether this is to be a saving initiative is needed and then a detailed restructure proposal can be drafted, retraining defined and consultation launched. On average a restructure like this can take up to 6 months to complete including any recruitment and the start of any retraining processes.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	It should be noted that there will be establishment changes but at this stage it is difficult to be precise as detail has not been complete within the time available. The proposal is likely to involve a reduction in posts and it is hoped that these will be exclusively vacant posts/posts not occupied by permanent staff members.
Does the change involve a redesign of the roles of staff?	Yes	The proposal will involve the deletion of some roles and the redesign of other roles and responsibilities. It will need changes to team structures and reporting lines.

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

Additional Information and Comments:
Too early to be definite at this stage as yet to emerge. Consult HR to determine if there are any potential equality issues as a result of the proposed restructure.

SAVINGS PROPOSAL

Proposal Title:	Decrease in GF staff cost due to increase in HRA budget		
Reference:	SAV / HAR 005 / 24-25	Savings Category:	Transformation
Directorate:	Housing and Regeneration	Savings Service Area:	Housing (General Fund)
Directorate Service:	Housing and Regeneration	Strategic Priority Outcome:	2. Providing homes for the future
Lead Officer and Post:	Rupert Brandon, Head of Housing Supply	Lead Member and Portfolio:	Cllr Kabir Ahmed, Cabinet Member for Regeneration, Inclusive Development and Housebuilding

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	201	50	-	-	50

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

The Housing Supply service includes elements of HRA and GF funded elements of work. While there is clear split in funding between the different accounts on most posts there are two posts within the existing structure that are split between the HRA and GF.

Due to the balance of work within these two posts an increased percentage of expenditure can be attributable to the HRA due to the increasing workload in this area, thereby reducing the call on GF budgets. The HRA will take up the GF saving. So while there will be no overall saving to the Council as a whole the GF will benefit from the switch.

Two posts are currently split funding as follows:
 Head of Housing Supply – HRA 90% GF 10%
 Housing Development Programme Manager – HRA 50% and GF 50%

The HoHS has been undertaking management of two posts covering GF activity that would ordinarily report to the HDPM. With recruitment to the latter this will reduce hence reducing the need for GF budget.

The role of the HDPM originally received its funding equally from the HRA and GF due to a previous budget split in an old post. The work of the post however is within the HRA, co-ordinating the Council's new build housing programme and as such the HRA should incur a higher split of cost.

As a result, the proposal is that in future the split will be:
 HoHS – HRA 95% GF 5%
 HDPM – HRA 90% GF 10%

How does this proposal contribute to achieving the strategic priorities of the Council? The GF savings will contribute to the @£40m saving needs in the GF prior to 2025/26. However, the HRA budget will require a growth in budget to offset the move between accounts.

Does the proposal alter patterns of statutory provision? No. If so, please describe how the Council will continue to meet its statutory obligations

What Service will this saving impact? The services will continue as now.

Are there any staffing reductions? No

Detail any required procurement activity. N/A

Detail any requirements around contract renegotiations No

What stakeholder engagement is required? Any statutory consultation required? N/A

Can the savings be delivered in the current year? Yes

Revised Provision:

The service will continue as before. The proposal realigns HRA and GF budgets against posts.

Risk and Mitigations:

Ease of delivery	Easy
Impact of savings	Low

As this is a book exercise between accounts the risk to the service is low and should have minimum impact on service delivery.
The HRA will pick up increased cost which needs to be built into base budget.

Resources and Implementation:

The HRA will incur an increased cost to offset GF. Therefore, the HRA budget needs to reflect this.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	Home Improvement Agency – Staff salary alternative funding		
Reference:	SAV / HAR 006 / 24-25	Savings Category:	Transformation
Directorate:	Housing and Regeneration	Savings Service Area:	Housing (General Fund)
Directorate Service:	Sustainability	Strategic Priority Outcome:	2. Providing homes for the future
Lead Officer and Post:	Abdul Khan, Head of Sustainability	Lead Member and Portfolio:	Cllr Kabir Ahmed, Cabinet Member for Regeneration, Inclusive Development and Housebuilding

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	50	50	-	-	50

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

The Private Home Improvement Team manage and administer the disabled facilities grant which is provided by the government as part of the better care fund. The team consists of three officers and the salary budget is split between 33.33% general fund and 66.66% income generation through charging a project management fee on the grant given out. As the team only work on DFG related work the team could be funded 100% from the DFG grant budget, this will not have an impact on service delivery or the amount of grant given to the applicants as the DFG budget received by the council has gone up over the years and the team do not receive enough applications to allocate the full amount, a surplus of unallocated budget has also built up over the years. There will be no impact on staff and service delivery, therefore no consultation is required.

Revised Provision:

Service delivery will remain the same, the service will continue to support the same clients and meet their needs.

There will be no service withdrawal.

Risk and Mitigations:	
Ease of delivery	Easy
Impact of savings	Low
No risk No impact on manifesto pledge	

Resources and Implementation:

The savings completely relates to General Fund

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	Yes	<p>To implement the savings no restructure is required.</p> <p>A small mini restructure is proposed to update JD's and staff responsibilities.</p>

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	Resident Support Scheme (RSS)		
Reference:	SAV / HAR 007 / 24-25	Savings Category:	Income generation
Directorate:	Housing and Regeneration	Savings Service Area:	Growth and Economic Development
Directorate Service:	Growth and Economic Development	Strategic Priority Outcome:	1. Tackling the cost-of-living crisis
Lead Officer and Post:	Ellie Kershaw Acting Director Growth and Economic Development	Lead Member and Portfolio:	Cllr Saied Ahmed, Cabinet Member for Resources and the Cost of Living

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	0	350	(350)	-	0

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

The Resident Support Scheme (RSS) is the council's route of getting direct crisis grants to residents. The grants comprise awards for items such as food, energy bills, white goods and basic household furniture. It is not statutory.

The scheme is funded through the general fund in the amount of £700,000 p/a. For 2023/24 this was offered up as a one-year general fund saving with the funding instead being taken from the tackling poverty reserve.

The tackling poverty reserve comes from the Mayor's priority reserve and was created in 2017/18 in the amount of £5 million and intended to cover a three-year period. In 2018/19 an additional £1.6 million was added to the reserve to enable the Tackling Poverty Team to continue.

Since the beginning of the team's work, additional funding has been generated through external grants. These grants have increased significantly since the pandemic, with the team being funded to deliver a number of government programmes relating to poverty alleviation during both the pandemic and the recovery period.

Due to the income, there is still approximately £3 million remaining in the tackling poverty reserve. There is approximately £1 million projected as spend for 23/24. To maintain the team for a further two years would cost approximately £1.2 million (although this may reduce subject to future government funding). This leaves sufficient reserve balances to fund the RSS programme for £350k in 2024/25 as a one-off saving.

Revised Provision:

The existing provision would be maintained, it is only the funding source that would change.

Risk and Mitigations:	
Ease of delivery	Easy
Impact of savings	Low
There would be no impact on residents and service provision as the grant scheme would not change	

Resources and Implementation:
General fund savings

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	Service Restructure - Employment and Skills Service		
Reference:	SAV / HAR 008 / 24-25	Savings Category:	Service restructure
Directorate:	Housing and Regeneration	Savings Service Area:	Central services
Directorate Service:	Employment and Skills Service	Strategic Priority Outcome:	4. Boosting culture, business, jobs, and leisure
Lead Officer and Post:	Aelswith Frayne, Head of Employment and Skills Service	Lead Member and Portfolio:	Cllr Abdul Wahid, Cabinet Member for Jobs, Skills and Growth

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	3,864 (1,849 GF)	176	-	-	176

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	72.5	16	-	-	16

Proposal Summary:

The Employment & Skills service currently has 72.5 FTEs across 7 teams. The restructure proposal reduces this number to 56.5. None of these considerations include the Head of Service as the budget is held by the Director.

The Employment & Skills Service secures a significant amount of external funding and draws down S106, currently representing 52% of service salary spend. All externally funded programmes net to zero.

The total 2023/24 salary budget for E&S is £3,864k, of which £1,849k is GF. In the current structure General Fund secures the **statutory** Careers Young Workpath Service (19.5 FTEs) and Workpath IAG teams (12 FTEs). The remaining 3 Workpath team FTEs are S106 funded.

Assumptions include an assumed pay award of 4% in both 2023/24 and 2024/25 - yet to be confirmed, which has been applied to both salaries and general fund allocation. This has not been applied to 2025/26.

It is assumed that a restructure will be in place from April 2024.

The 2024/25 total cost of the current structure is calculated at £4,018k.

The 2024/25 total cost of the proposed restructure is calculated at £3,507k, creating a variance of £512k. However, much of this relates to changes in externally funded programmes and is not General Fund saving.

General Fund saving for 2024/25 is currently calculated at £176,000.

Although against the current structure there are 16 post reductions, the vast majority of these are short term FTCs and not within the scope of the structure. There is a net loss of three long term permanent posts across the service.

Given the timeframe and possible consultation delays it is not now certain that this restructure can be in place by April 1st 2024, but best efforts will be made.

Revised Provision:

The restructure proposals seek to make a saving from GF by focusing on statutory delivery and mayoral priorities whilst continuing to maximise use of external resources. Restructure delivery will focus on:

- Young people of all categories – Care Experienced, SEND, NEETs and graduates.
- Social mobility and social capital including more careers support for HE and Russell Group pathways.
- Economically inactive with a particular focus on women (especially Bangladeshi and Pakistani women who are underrepresented in the labour market or recovering from DV), health and disabilities.
- In-work support to help address the cost of living.
- Engaging with and securing greater local benefit from meaningful and emerging sectors in the borough and across London, including Green Skills and Construction, Tech, Creative industries, H&SC & Life Sciences.

The headline changes proposed in the restructure are:

- More focused IAG/Communities team, the model for which has been very successful as an ESF programme over the last two years. This would be wholly funded by UKSPF 2024/25. UKSPF post-24/25 has yet to be confirmed but the likelihood of there being no allocation is extremely low. Posts will be FTCs to mitigate this potential issue (5 FTEs).
- Create a GF funded Youth Hub in Careers Young Workpath to support 18/19-24-year-old NEETs and to support HE and Russell Group entries (4 FTEs).
- Create an income generation and programme management function (1 FTE).
- Establish an Engagement & Development Team (4 FTEs) to work with partners, growth and emerging sectors, secure job and apprenticeship opportunities, and manage major campaigns. (4 FTEs).
- Potentially mainstream the funding of the Careers & Social Mobility team to continue delivering industry insights, careers Live events and CPD for educators (3 FTEs).

There are a significant number of external mainstream programmes that provide generic employment support, not least through JCP and other DWP funded provision. The service is seeking to resource areas of priority for the administration and where it can achieve the best value for money.

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Risk and Mitigations:

Ease of delivery	Moderate
Impact of savings	Medium

The biggest risk to the implementation will be trying to complete by April 1st 2024. The timeline set out to the right is currently doable but could easily be impacted by delays to consultation and any appeals that are made.

If the implementation is delayed it will have a month-on-month negative impact on the amount of in year savings in 2024-2025. A rough estimate of the monthly impact is £14.5k.

It will delay implementation of deliver that focuses on specific priorities such as young people and green skills, although elements of this work will still be getting delivered.

Resources and Implementation:

This saving relates completely to General Fund.

Timelines and Process

- DLT – the proposal has been approved by DLT.
- Reorg. Board – the proposal has been approved by the Reorg Board
- Corp Trade Union Forum – paperwork for the Corp Trade Union Board completed by 11th January 2024.
- Corp Trade Union Board – February 1st, 2024
- Formal consultation begins the week beginning Feb 12th.
- Consultation ends Sunday March 10th (28 days min. Depending on feedback it could be extended.)
- March - Appeals
- March – interviews
- April - implementation

The restructure will be led by the Head of Service with support from HR.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	The restructure seeks to focus on specific key groups in need of support and make best use of external funding. We will seek to address inequality by maintaining a focus on groups under-represented in the labour market and within specific sectors, and will have an increased focus on young people.
Does the change reduce resources available to support vulnerable residents?	No	Through maximising external funding, the service now has and will continue its increased focus on vulnerable residents; specifically economically inactive, SEND, those with health problems.
Does the change involve direct impact on front line services?	No	There will be a small reduction in the overall number of staff, but front-line services will remain intact.
Changes to a Service		
Does the change alter who is eligible for the service.	Yes	The service will essentially remain open to any residents seeking support but there will be an increased focus on specific under-represented and/or vulnerable groups.
Does the change alter access to the service?	Yes	The service is increasing its outreach activities in order to better reach specific groups: outreach sites include the Residents Hubs, and we are working to formalise pilot outreach undertaken at Children’s Centres, Youth Centres, Family Hubs and JCP sites.
Changes to Staffing		
Does the change involve a reduction in staff?	Yes	Although against the current structure there are 16 post reductions, the vast majority of these are short term FTCs and are not within the scope of the structure. There is a net loss of three long term permanent posts across the service.
Does the change involve a redesign of the roles of staff?	Yes	There will be JD reviews for teams being reorganised and for new teams/positions being created. See above for the outline changes proposed.

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	Service Restructure - Growth Service		
Reference:	SAV / HAR 009 / 24-25	Savings Category:	Service restructure
Directorate:	Housing and Regeneration	Savings Service Area:	Central services
Directorate Service:	Growth Service	Strategic Priority Outcome:	4. Boosting culture, business, jobs, and leisure
Lead Officer and Post:	Chris Burr, Head of Growth Service Ellie Kershaw, Acting Director Growth and Economic Development	Lead Member and Portfolio:	Cllr Abdul Wahid, Cabinet Member for Jobs, Skills and Growth

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	392	117	-	-	117

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	18	3	-	-	3

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Proposal Summary:
<ul style="list-style-type: none"> - The proposed structure will: <ul style="list-style-type: none"> o Reduce redundant resource for town centre capital delivery towards a new town centre management/coordination approach o Reduce the level of resources dedicated to supporting business growth/dealing with large businesses and re-focus resources on supporting micro businesses o Dedicate additional resource to maximising social value and capturing economic benefits for residents - The proposed structure will save £116,576 GF p.a. (19% of service budget) and reduce the overall headcount from 18 to 15 - The proposed structure will reduce the number of General funded roles within the team from 9 to 7. The reduction in roles will centre on a reduction in the number of staff employed to focus on supporting business growth, business liaison and inward investment; including the deletion of a currently vacant <i>'Programme Manager for New Business Growth'</i> post; the deletion of the <i>'Business Liaison Manager'</i> post and the switching of a <i>'Programme Manager Enterprise Support/Business Support Manager'</i> post from General Fund to s106 (subject to a successful s106 project delivery application). - The successful implementation of the proposed structure is dependent on a successful application for s106 funds to fund work in the Mayor's priority areas: <i>town centre management, supporting micro businesses, generating community wealth</i> - The proposed structure seeks to achieve GF savings whilst re-aligning the structure to target progress on the Mayor's stated objectives, namely: <ol style="list-style-type: none"> 1. HoS (GF-funded) 2. Town Centre Management, Liaison & Coordination <ul style="list-style-type: none"> • Roles (principally s106-funded): <ul style="list-style-type: none"> o Senior Manager High Streets o Capital Programme Manager o Town Centre Manager o Town Centre Manager o Town Centre Manager o Project Officer

3. Supporting local micro and start-up businesses to survive and grow

- Roles: (part GF-funded, part s106 funded):
 - Team Leader Small Business Support
 - Small Business Support Manager
 - Small Business Support Manager
 - CEZ Manager

4. Generating community wealth (inc. affordable workspace, social value & community asset development)

- Roles: (principally GF-funded)
 - Senior Manager Community Wealth
 - Economic Benefits Manager
 - Economic Benefits Manager
 - Community Wealth Manager

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	Yes	This proposal will ultimately reduce the resources available to support enterprise and employment in the borough. Enterprise and employment support is typically needed by those with the lowest income.
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	Yes	As the restructure consultation and design have not been completed yet, it is not possible to say which staff, and therefore which protected characteristics will be impacted. A full Equalities Impact Assessment will take place as part of the proposal; in line with HR policy and procedures.
Does the change involve a redesign of the roles of staff?	Yes	As the restructure consultation and design have not been completed yet, it is not possible to say which staff, and therefore which protected characteristics will be impacted. A full Equalities Impact Assessment will take place as part of the proposal; in line with HR policy and procedures.
Summary:		Additional Information and Comments:
To be completed at the end of completing the Screening Tool.		
Based on the Screening Tool, will a full EA will be required?	Yes	

SAVINGS PROPOSAL

Proposal Title:	Leasing of Temporary Accommodation		
Reference:	SAV / HAR 010 / 24-25	Savings Category:	Efficiency
Directorate:	Housing and Regeneration	Savings Service Area:	Housing (General Fund)
Directorate Service:	Housing	Strategic Priority Outcome:	2. Providing homes for the future
Lead Officer and Post:	Karen Swift, Director of Housing	Lead Member and Portfolio:	Cllr Kabir Ahmed, Cabinet Member for Regeneration, Inclusive Development and Housebuilding

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	N/A	1,000	-	-	1,000

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

LBTH will be leasing a minimum of 35 units on a lease for a 3-year period, with the option to extend if needed. The rents have been agreed at £1,250 per unit per month (288.46pw) over a 3-year term with no rent review during this period.

The development consists of 1-bedroom self-contained units.

Families currently in b&b and unsuitable accommodation will be prioritised for these units. When there are no families in b&b or unsuitable accommodation requiring these properties, families in bedsits and studios will be moved to them. This will ensure that we are providing suitable and lawful accommodation to families by meeting the council's statutory requirements under the relevant legislation, i.e. Housing Act (1996), Localism Act 2011 and Homelessness Reduction Act 2017. There are currently 198 families in b&b requiring a 1 bedroom property, therefore the demand still outweighs the supply.

As of 11 December, there are 142 households in bedsit/studio accommodation that need to be moved to larger TA for suitability purposes. Therefore, there will be very minimum void loss for these properties as the demand for this size accommodation is high.

The cost of these units in Slough represents a significant saving against the costs paid by the council for shared B&B accommodation and further enhanced savings against the use of commercial hotel placements.

The subsidy loss on each unit will be £7,980, compared with an average loss of £39,837 from B&B accommodation. Based on the 35 properties there is potential for an annual saving of c£1m compared to the use of B&B accommodation.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	Service Restructure - Adult Social Care Staffing and Skill Mix		
Reference:	SAV / HAS 001 / 24-25	Savings Category:	Service restructure
Directorate:	Health and Adult Social Care	Savings Service Area:	Adult Social Care
Directorate Service:	Adult Social Care	Strategic Priority Outcome:	5. Investing in public services
Lead Officer and Post:	Paul Swindells, Service Manager	Lead Member and Portfolio:	Cllr Gulam Kibria Choudhury , Cabinet Member for Health, Wellbeing and Social Care

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	22,643	475	-	-	475

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	442	10	-	-	10

Proposal Summary:
<p>Achieve £475k in savings through a mixture the following approaches:</p> <ol style="list-style-type: none"> 1. Adopting an alternative offer for staff lone working by discontinuing Solo Protect and using an alternative app-based option instead. 2. The following staffing changes in the Hospital, Reablement, Initial Assessment, Learning Disabilities and Community Mental Health services: <ol style="list-style-type: none"> (a) Changing staffing skills mix in above-mentioned teams when vacancies arise (e.g., greater reliance on non-social work qualified staff for parts of the process that do not need that level of competency) (b) Increasing the vacancy factor across the above-mentioned teams <p>Consultation may be required if we were to introduce option 2a (though unlikely).</p>

Revised Provision:
<p>No changes to the overall delivery of the statutory Adult Social Care service.</p> <ol style="list-style-type: none"> 1. The revised provision would be an alternative app-based provision to support lone staff. 2. There may be a different skill mix in the staffing group as a result of (a) – changes would only be made where some tasks could be undertaken by differently qualified/non-social work qualified staff. This would be managed carefully to ensure that there was no overall impact on waiting times, length of time for assessment and the quality of work carried out.

Risk and Mitigations:							
Ease of delivery	Moderate						
Impact of savings	Medium						
<table border="1"> <thead> <tr> <th>RISK</th> <th>MITIGATION</th> </tr> </thead> <tbody> <tr> <td>Increase in waiting lists and waiting times as complex casework will be allocated to a lower number of qualified staff</td> <td>Ensure that the increase in vacancy factor and/or the changing of skills mix takes into regard the demand and complexity of work within teams Monitor waiting times and allocation rates via performance data</td> </tr> <tr> <td>Some service areas may be impacted more than others.</td> <td>Ensure that the increase in vacancy factor and/or changing of skills mix is as equitable as possible across services identified Monitor service demand via performance data</td> </tr> </tbody> </table>		RISK	MITIGATION	Increase in waiting lists and waiting times as complex casework will be allocated to a lower number of qualified staff	Ensure that the increase in vacancy factor and/or the changing of skills mix takes into regard the demand and complexity of work within teams Monitor waiting times and allocation rates via performance data	Some service areas may be impacted more than others.	Ensure that the increase in vacancy factor and/or changing of skills mix is as equitable as possible across services identified Monitor service demand via performance data
RISK	MITIGATION						
Increase in waiting lists and waiting times as complex casework will be allocated to a lower number of qualified staff	Ensure that the increase in vacancy factor and/or the changing of skills mix takes into regard the demand and complexity of work within teams Monitor waiting times and allocation rates via performance data						
Some service areas may be impacted more than others.	Ensure that the increase in vacancy factor and/or changing of skills mix is as equitable as possible across services identified Monitor service demand via performance data						
No impact to manifesto priorities							

Resources and Implementation:
All posts affected relate to General Fund.
Will require support and input from Performance and Insight Team for data reporting and Finance support for costings/verification of savings.
Jan-March 2024 – moratorium on permanent recruitment to impacted service areas.
Jan-March 2024 review of vacancies across Services in scope; consultation with leads for Service Areas to risk assess and identify potential posts in scope.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	Delay implementation of free community care by 1 year to 2025		
Reference:	SAV / HAS 002 / 24-25	Savings Category:	Income generation
Directorate:	Health and Adult Social Care	Savings Service Area:	Adult Social Care
Directorate Service:	Adult Social Care	Strategic Priority Outcome:	5. Investing in public services
Lead Officer and Post:	Gillian Beadle-Phelps – Service Manager for Initial Assessment, Safeguarding & Telecare & Christine Oates – Service Manager for Localities	Lead Member and Portfolio:	Cllr Gulam Kibria Choudhury , Cabinet Member for Health, Wellbeing and Social Care

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	£5,821 (total income budget ASC client contributions)	2,434	(2,434)	-	-

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

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Proposal Summary:

Tower Hamlets Council Strategic Plan 2022-2026 has a priority to invest in public services. As part of this investment, the Council has committed to offer free community care to all those who are assessed as eligible for care and support under the Care Act 2014. Introducing free community care from April 2025 will allow the Council to achieve its ambition during the life of the strategic plan, whilst achieving a significant and necessary saving through income generation for the financial year 2024-2025.

In delaying the implementation of free community care, the Council's statutory duties in respect of the Care Act 2014 are not affected. No changes to staffing or services will be required as the process of charging will remain "as is" until 2025. Until free community care is introduced from 2025, charging for community care will remain means-tested, meaning that only those who are assessed as able to pay a contribution to their care and support will be. Those who do not have the income or capital to contribute to the cost of their community care as per the policy will continue to receive it free of charge. The means test remains generous, with disability related expenditure being taken into account and a cap on service user contributions, regardless of their ability to pay more. As such, the impact upon the most financially vulnerable remains unaffected.

Revised Provision:

Following implementation of the saving, no changes to staffing or the model of service delivery will be required. The saving will be achieved through continued income generation from means-tested contributions to the cost of home care. This process of charging will remain "as is" until 2025. The same client groups will be supported and only those means-tested and deemed able to afford a contribution will continue to do so.

Risk and Mitigations:	
Ease of delivery	Easy
Impact of savings	High
No major risks as the proposed free community care will still be implemented.	

Resources and Implementation:

This saving relates to the General Fund. No feasibility work is required as the current "as-is" charging process will simply continue for an additional year.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

SAVINGS PROPOSAL

Proposal Title:	Adult Social Care Commissioned Care and Support Savings
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Reference:	SAV / HAS 003 / 24-25	Savings Category:	Transformation
Directorate:	Health and Adult Social Care	Savings Service Area:	Adult Social Care
Directorate Service:	Adult Social Care	Strategic Priority Outcome:	5. Investing in public services
Lead Officer and Post:	Paul Swindells, Service Manager Christine Oates, Service Manager Mary Marcus, Service Manager	Lead Member and Portfolio:	Cllr Gulam Kibria Choudhury , Cabinet Member for Health, Wellbeing and Social Care

Financial Impact:	Current Budget 2023-24	Savings 2024-25	Savings 2025-26	Savings 2026-27	Total Savings/Income
Budget (£000)	37,438	2,000	-	-	2,000

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

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Proposal Summary:

The proposal is to explore via the use of care act reviews and/or reassessments the option to take the following approach with existing Adult Social Care users

- An independence first approach including a short-term offer of Reablement/Rehabilitation to maximise function, a resident's participation in day-to-day tasks and activities, and support self-management to minimise the need for long term support in a resident's home environment and dependency on 'care'
- Where high-cost care packages are identified/eligible, to explore options to re-procure these with local CQC registered providers to offer best value for the Council and/or explore options to meet these high-level needs via a care home provision offer being mindful of what the Council can provide to keep the person safe and achieve the care act outcomes identified within their care and support plan.
- Practitioners implementing a strengths-based approach to assessments and reviews reducing the need for a statutory support offer with existing personal and/or family and community resources being fully explored as reasonable alternatives.
- Where feasible and safe, explore the options to meet eligible Care Act needs with equipment and adaptations including maximising statutory housing options.
- Explore community access and social isolation needs in a more flexible way, moving away from a historic statutory 'day care provision' model and looking at a more proportionate offer that meets individual needs and choices.
- Review Transition cohorts to ensure any respite provision is Care Act eligible and providing best value to the Council including maximising existing offers via commissioned providers
- Transitioning service users to a direct payment.
- Early review of clients discharged from hospital.

The identified Adult Social Care user cohorts include:

- 24 hr support packages in a person's home
- Substantial packages of care in a person's home
- Low packages of care where Care Act eligibility may be challenged
- Where there are high levels of learning disability day care provision
- High cost transitions respite care provision
- Those discharged from hospital with large packages of care

Revised Provision:

There are no proposed changes to the requirement for statutory support to be provided by the Council to the target user group, they are residents in receipt of existing support packages some of whom may have complex and/or high dependency needs, it is envisaged that the Council will continue to provide support to this vulnerable user group as the majority may still have clearly identified Care Act eligible needs, however it is envisaged that the levels of support may be adjusted (reduced) as a result of the various approaches being proposed.

The Model will encourage greater user participation in their activities of daily living, maximising their abilities where gains can be made, and supporting users and their support networks to explore alternative ways of meeting need, and recommending proportional support to maintain well-being, safety, and the ability to meet care act outcomes that are important to the user.

Risk and Mitigations:

Ease of delivery	Difficult
Impact of savings	High

Success of project is dependent upon the identification of service users with the potential to increase their levels of independence/explore alternative ways of meeting Care Act eligible needs by Social Workers in the operational teams (+ the management of staff within the operational teams having scrutiny and oversight).

Briefings and support for the operational teams in case identification will be provided by the project and dedicated resource deployed.
Care and Support Assurance Meetings and embedded operational Quality Assurance processes will also aid identification.

There may be user/family concern and a level of high user expectation and habitual behaviour which may prevent gains in independence being made, or barriers to change of existing support arrangements or options.

Robust existing Quality Assurance processes in place already and Legal support and guidance on practitioner decision making and messaging will assist in supporting decision making and consistency in service provision.

The service's priorities may change or resources may be depleted or redeployed to other areas within Adult Social Care if there are challenges related to Winter Pressures or further business continuity events.

Resources and Implementation:

Savings are related to General Fund budgets.

Project will be delivered within existing resources across a variety of ASC operational key teams.

Finance partner support for savings and data verification plus monthly monitoring and review.

Performance and Insight Service support regarding data sets and case identification across various project strands.

Planning, engagement and processes put in place from Jan-Mar 2024, although it is envisaged that this will follow a similar methodology to similar previous MTFs projects from 2023-26.

Implementation planned from April 2024.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	Yes	The change involves supporting practitioners and users/residents to access free time limited (up to 6 weeks) preventative rehabilitative services offered by the Council to promote independence and strength-based approaches to meeting needs, including looking more flexibly at how eligible needs can be met in more a cost-effective way including the use of Council funded and/or Third Sector provision. The Council will continue to meet its statutory responsibilities under the Care Act.
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	Supported Accommodation Strategy		
Reference:	SAV / HAS 004 / 24-25	Savings Category:	Transformation
Directorate:	Health and Adult Social Care	Savings Service Area:	Adult Social Care
Directorate Service:	Adult Social Care	Strategic Priority Outcome:	5. Investing in public services
Lead Officer and Post:	Linda Wiafe-Ababio	Lead Member and Portfolio:	Cllr Gulam Kibria Choudhury , Cabinet Member for Health, Wellbeing and Social Care

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	9,800	253	-	-	253

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

This proposal seeks to assist and support vulnerable mental health residents of Tower Hamlets who currently reside outside of the borough in residential or supported living accommodation.

The service has been working with service users in these placements to support them to return in borough into Supported Accommodation, with the aim of reducing the use of out of borough residential/supported living accommodation and promoting better outcomes for people.

For the financial year 23/24 an additional £103k savings were delivered. The team have overdelivered on this saving and are therefore supporting a further saving of £253k for 24/25.

Each service user has a personalised reassessment of their needs as part of this process and a focus on improving outcomes for them pursued with a view to in house block funded support being utilised.

Revised Provision:

There are no proposed changes to the requirement for statutory support to be provided by the Council to the target user group, they are residents in receipt of existing supported accommodation or residential care out of borough. The Council will continue to meet assessed eligible needs, however it is envisaged that the support will be provided in borough in existing provision. This will promote better outcomes for residents in their home borough. Levels of support may be adjusted (reduced) as a result of the various approaches being proposed.

Risk and Mitigations:

Ease of delivery	Moderate
Impact of savings	Medium
<p>Success of project is dependent upon the identification of service users who are residing out of borough in supported accommodation or residential care that could be supported to move back in borough.</p> <p>The team have already identified a cohort of users who are being reviewed and the project has had success, as has been seen in the last 2 years MTFS savings.</p> <p>If any of the current staff were to be absent for a significant period of time without backfill, this will impact upon savings to be identified negatively.</p>	

Resources and Implementation:

This saving relates to the General Fund.

Savings are related to General Fund Commissioning budgets for supported accommodation / residential care.

A project team are currently in place funded via East London Foundation Trust. Where necessary, we may temporarily assign staff to this project to support it further if necessary.

Finance partner support for savings and data verification plus monthly monitoring and review.

Performance and Insight Service support regarding data sets and user cohort identification across various Project strands.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	Adult Mental Health Recovery, Wellbeing and Employment Service		
Reference:	SAV / HAS 005 / 24-25	Savings Category:	Transformation
Directorate:	Health and Adult Social Care	Savings Service Area:	Adult Social Care
Directorate Service:	Integrated Commissioning	Strategic Priority Outcome:	5. Investing in public services
Lead Officer and Post:	Shahnaz Rab, Integrated Commissioning Manager	Lead Member and Portfolio:	Cllr Gulam Kibria Choudhury , Cabinet Member for Health, Wellbeing and Social Care

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	349	85	55	-	140

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

- Our jointly commissioned, Adult Mental Health Community Recovery, Wellbeing and Employment service (RWE) is made up of the following three contracts which are due to expire on 24th August 2024.

Contract	Provider	Expiry date	ICB Funding	LBTH Funding	Total funding 23/24	Proposed new contract value 24/25
HAC5382 Lot 1 Connecting Communities	MIND THN	23 August 2024	£159,025	£504,648	£663,673	£942,891 (no change)
HAC5382 Lot 2 One to One Community Support	Hestia	23 August 2024	£66,904	£212,313	£279,218	
HAC5382 Lot 3 Employment Hub	Working Well Trust	23 August 2024	£83,699	£265,609	£349,308	£209,277 (saving)
Total			£309,629	£982,570	£1,292,199	£1,152,168

- Authority was granted at the July 2023 Cabinet for the re-procurement of these services across a two-contract model approach.
- Following an extensive coproduction and stakeholder consultation exercise, review of performance and activity across the five years' provision, value for money (VfM) exercise and scoping of wider services, the mental health integrated commissioning (MHIC) team are proposing to deliver savings of £140,031 through the discontinuation of areas of under-utilisation / low value for money from the Employment Hub contract. This will include removing the Social Enterprises and Peer Support elements delivered by 3.5 full time equivalent (FTE) staff and retain the Retention service and Business Advisor (2.4 FTE).
- The RWE services will continue to deliver support components which focus on delivering statutory duties, supporting mental health recovery, maintaining good mental health, providing services users with choice and control, supporting people to stay in employment and reducing the burden on statutory health services.
- Delivery of the current RWE service equates to a joint investment of £1,292,199, of which the Local Authority contributes £982,570. The proposed savings of £140,031 is a 40% saving from the Employment Hub contract and a 14.3% saving across the Recovery and Wellbeing service.
- The savings associated with the Employment service would be delivered through the forthcoming procurement process, therefore contract renegotiations are not required.

Revised Provision:

- The proposed new Employment service model will have a focus on retention, prevention and supporting people into employment which is a statutory duty. This element of the service has consistently met targets indicating a consistent demand for the service. Feedback from service users and stakeholders has been overwhelmingly positive. The service also operates a co-located offer within the ELFT, who requested retention of this service.
- The proposed model also retains the Business and Enterprise advisor who provides advice and support to people wishing to start their own business. This includes funding advice, resource and application advice and business plan development.
- Both elements contribute directly to the Council’s strategic priority to boost business and jobs.
- Service delivery stretch outcome targets will be included in the new contract to further enhance the model.
- The service will be a specialist employment service with a focus on keeping people in work and business advice for people with lived experience of mental health.
- The new model proposes removing the 2 Social Enterprises pathways – a structured 6-month vocational course in either print and design or sewing and pattern cutting. The proposal is to move all day activity into the Recovery and Wellbeing Model. There is therefore the opportunity to work with partners to develop a more cost-effective Social Enterprise model outside the scope of this model.
- The new model proposes removing the Peer Employment Coach. Peer support is available through other Supported Employment pathways in the borough including:
 - WWT Individual Placement Support- Serious Mental Illness pathway,
 - Workpath’s Individual Placement Support - Primary Care pathway,
 - Working Well Trusts’ Upskill Employment Service
 - The Proposed new Recovery and Wellbeing service.

Risk and Mitigations:

Ease of delivery	Easy
Impact of savings	Low

Risks:

- Working Well Trust (WWT) service users and staff may find the proposed changes in the model challenging as the service has been in place for over 5 years.
- Provider financial viability
- TUPE implications

Mitigations:

- Relationships will need to be carefully managed.
- Commissioners will work with providers throughout the changes
- A desktop assessment has identified no current financial concerns with providers
- Legal advice on TUPE implications will be taken and sufficient time will need to be allowed within the procurement to build in notice period.

Resources and Implementation:

- This saving relates to the General Fund
- No further resources or feasibility work is required.
- Any delay in the procurement timeline will impact proposed savings.

Procurement Review Panel Date	November 2023
Issue Tender Documentation	December 2023 -February 2024
Contract award	April 2024

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	Whilst the Social Enterprise and Peer Support element is being removed, this is in parallel to an increase in provision in Employment Support sector in the borough such as the Employment Individual Placement Support -Primary Care service and Working Well Trust Upskill grants provision. Therefore this is not an overall reduction of resources.
Does the change reduce resources available to support vulnerable residents?	No	As above
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	Staff in commissioned services may be affected.
Does the change involve a redesign of the roles of staff?	No	

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

Additional Information and Comments:
<ul style="list-style-type: none"> Impact of the changes to the above service will be mitigated by remodelling the Recovery and Wellbeing service to ensure it addresses barriers to and inequalities of access, ensuring minimal impact on the group listed above. Consideration has been given to the provision of other Supported Employment services in the borough for people with lived experience of mental health. Changes to the service are considered a genuine reason for implementation and proportionate means to reconfiguring the model and achieving identified savings.

SAVINGS PROPOSAL

Proposal Title:	Community Equipment		
Reference:	SAV / HAS 006 / 24-25	Savings Category:	Transformation
Directorate:	Health and Adult Social Care	Savings Service Area:	Adult Social Care
Directorate Service:	Integrated Commissioning	Strategic Priority Outcome:	5. Investing in public services
Lead Officer and Post:	Darren Ingram, Service Manager – Living Well	Lead Member and Portfolio:	Cllr Gulam Kibria Choudhury , Cabinet Member for Health, Wellbeing and Social Care

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	2,182	-	40	20	60

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

* NB the budget is net after income.

This savings proposal involves increasing the recycling rate for community equipment, from approximately 58% to 70%. In order to achieve this we will seek to automate much of the collections process relating to deceased residents to ensure collections are done more quickly and there are fewer opportunities for equipment to be discarded e.g. following the death of a resident. In addition, there will be a comms campaign to encourage the return of unused community equipment items. Costs for this will be met from the existing community equipment budget and the savings figures given above are net of any anticipated costs. The figures are based on a 50/50 split with the NHS (as they joint fund the service) and this figure is net of any saving that would go to the NHS.

There are no staffing impacts on this proposal. The saving is generated through increased collection credits, which reduce the invoice amount and therefore the overall spend on the contract. There is scope to increase the recycling performance.

Revised Provision:

There is no change to service provision and no service withdrawal.

Risk and Mitigations:

Ease of delivery	Moderate
Impact of savings	Medium

The main risk is not achieving an improved recycling rate. This will be mitigated through close monitoring of the project and its delivery. To mitigate the risk we have scheduled savings to take place in the second and third years of the three year MTFS, to allow for time for the recycling % to increase.

Resources and Implementation:

There will be resources required to run the comms campaign (£5-10k) and we will need the support of IT to set-up the automation process.

Savings would relate to the better care fund.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	Statutory Advocacy		
Reference:	SAV / HAS 007 / 24-25	Savings Category:	Contracts
Directorate:	Health and Adult Social Care	Savings Service Area:	Adult Social Care
Directorate Service:	Integrated Commissioning	Strategic Priority Outcome:	5. Investing in public services
Lead Officer and Post:	Darren Ingram, Service Manager – Living Well	Lead Member and Portfolio:	Cllr Gulam Kibria Choudhury , Cabinet Member for Health, Wellbeing and Social Care

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	212	60	-	-	60

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	N/a	N/a	N/a	N/a	N/a

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Proposal Summary:
Reduction of currently unused spot budget for statutory advocacy. This would require managing statutory advocacy needs within the block hours budget. The spot has been under-utilised due to the Liberty Protection Safeguards not being implemented by the Government. It is unclear the impact this would have had on the spot budget but it was anticipated that it would have increased demand on the service.

Revised Provision:
There are no service reductions or withdrawal of service as part of this proposal.

Risk and Mitigations:	
Ease of delivery	Easy
Impact of savings	Low
<p>The main risks include not having sufficient capacity if Liberty Protection Safeguards is later introduced, or if community Deprivation of Liberty Safeguards cases increase. This will be closely monitored. As this is a statutory service any spend above the block would be a budget pressure.</p>	

Resources and Implementation:
<p>None. No action is required. Savings relate to the General Fund.</p>

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	Decommission Dellow Centre		
Reference:	SAV / HAS 008 / 24-25	Savings Category:	Efficiency
Directorate:	Health and Adult Social Care	Savings Service Area:	Adult Social Care
Directorate Service:	Ageing Well, Integrated Commissioning	Strategic Priority Outcome:	5. Investing in public services
Lead Officer and Post:	Ben Gladstone, Deputy Director. Ageing Well Integrated Commissioning	Lead Member and Portfolio:	CLr Gulam Kibria Choudhury , Cabinet Member for Health, Wellbeing and Social Care

Financial Impact:	Current Budget 2023-24	Savings/Income 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Total Savings/Income
Budget (£000)	493	-	100	-	100

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	Total FTE Reductions
	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

Changes to our hostel provision have taken place during 2023/24 with the planned closure of the Dellow Centre (building was in a poor condition and utilisation of the service had fallen significantly) and re-investment in services to enhance the support in other settings to enable them to support increasingly complex needs. All residents have now moved on and a transitional floating support service (using former Dellow staff) to former residents in their new accommodation will be provided until the end of the year. This should drastically improve the success of the new placements. Use of the hostel by the City of London Corporation came to an end in July 2023.

The annual budget for the Dellow Centre was £493,284 and £293,284 was identified for re-investment in other services with a saving of £200,000 agreed in the Council's Medium Term Financial Plan (Reference SAV/HAC 001/2023-24).

Having implemented the changes, it is now proposed that a further £100,000 saving can contribute to the new Medium Term Financial Plan.

Revised Provision:

Residents from the Dellow have moved to a range of different accommodation supported by a team providing transitional support as set out above:

Accommodation route (as of 8 th Sept 23)	Number of people
Number of voids rooms	19
Other hostels	18
Sheltered housing	1
Clearing House	3
Social housing (PB1)	11
Staying with family	1
Private Rented Sector (via Council offer)	1

There is planned reinvestment in social work and dual diagnosis nursing, both will support the higher and more complex needs of the people who have moved. Further reinvestment in co-production work and/or some of the housing pathways can be scaled accordingly to the level of reinvestment. Funding from the Integrated Care Board, Health Inequalities Funding Programme has been secured to fund a care-so-ordination pilot in hostel provision and this will further enhance the support offer.

Risk and Mitigations:

- Risk that additional support is insufficient as we know that the presenting needs of this population are becoming increasingly complex – this is partially mitigated by the work to date to review the progress of individuals as they have moved on. In addition there is going to be further work to look at the model of hostel provision in the future.

Resources and Implementation:

- This saving is a cashable saving against the current budget and is recurrent.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	The proposal is based upon alternative ways to support those in need that result in a lower cost overall.
Does the change reduce resources available to support vulnerable residents?	No	The proposal is based upon alternative ways to support those in need that result in a lower cost overall.
Does the change involve direct impact on front line services?	No	The proposal is based upon alternative ways to support those in need.
Changes to a Service		
Does the change alter who is eligible for the service?	No	Hostel services will no longer be suitable for people presenting with low-medium needs. The focus of the hostel settings will move to exclusively high-complex homeless individuals. However alternative support will be available for those with low-medium needs.
Does the change alter access to the service?	No	No access will remain the same with all referrals being made by Housing Options
Changes to Staffing		
Does the change involve a reduction in staff?	No	This is a commissioned service.
Does the change involve a redesign of the roles of staff?	No	This is a commissioned service.

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	Care Technology Transformation		
Reference:	SAV / HAS 009 / 24-25	Savings Category:	Transformation
Directorate:	Health and Adult Social Care	Savings Service Area:	Adult Social Care
Directorate Service:	Adult Social Care & Integrated Commissioning	Strategic Priority Outcome:	5. Investing in public services
Lead Officer and Post:	Darren Ingram, Service Manager – Living Well; and Gillian Beadle-Phelps – Service Manager for Initial Assessment, Safeguarding, and Telecare	Lead Member and Portfolio:	Cllr Gulam Kibria Choudhury , Cabinet Member for Health, Wellbeing and Social Care

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	The savings are coming from cost reduction and avoidance from the ASC care package budgets.	1,126	698	159	1,983

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

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Proposal Summary:

This is an invest to save proposal. Therefore, this savings proposal needs to be considered alongside the associated growth proposals (capital and revenue). The figures used in this savings proposal are the gross savings that will be delivered. To arrive at the overall net position the growth proposals need to be considered. The total cumulative savings over the period of the MTFs will be £4.9m.

The proposal is to undertake a Care Technology transformation project, delivered over a five-year period, that will result in a significant increase in the number of residents using care technology from approximately 1,800 currently to approximately 4,400 in five years' time. The range of care technology on offer to residents will be increased, making better use of more innovative solutions and taking a personalised approach that focuses on finding the right solution to meet that individuals need. Care technology will be expanded into new cohorts, widening the offer from the mostly older population that the telecare service currently supports. There will be an increased focus on prevention, such as prevention of falls and preventing long-term conditions that result in people requiring adult social care support.

The result of the increased number of care technology users will be the prevention, reduction or delay of the type of needs that would otherwise require the provision of more costly social care support. The two largest areas of prevention, reduction or delay of need will be on those requiring care at home (homecare) and those requiring residential or nursing care. The significant majority (88%) of the saving will come from the prevention and delay of packages of care that would otherwise have been required; the remaining 12% will come from reductions to existing care packages that are no longer required due to needs being met through technology.

Care Technology (sometimes referred to as Technology Enabled Care or TEC) is customer facing technology (such as digital devices, apps, and monitoring tools) that can enrich and enhance the way residents in Tower Hamlets live their lives. Care Technology offers opportunities for residents to be better supported, to live independently and with improved health and wellbeing for longer and be better connected with their communities.

Care Technology can also transform the way people receive their care and support. It should not be seen as a replacement for care and indeed in many cases it can be used to prevent care from being needed at all. Care Technology is a means of care delivery that supplements other forms of care and support, such as commissioned homecare or informal care from a family member, it supports a holistic and personalised response and offers wider opportunities for meeting individual outcomes.

Despite the increased sophistication and evidence base for care technology tailored to the health and care population, many local authorities, including our own, mainly offer devices that work around a basic careline monitoring system. This has been our offer for many years. However, a wealth of options now exists that means that Tower Hamlets could significantly

improve its offer to residents, support more people and their families and achieve improved outcomes for residents, whether that be through addressing isolation, improving independence, managing health conditions, or preventing people from needing to move into a care home.

The transformation of the Telecare service in Tower Hamlets will put us at the forefront of delivering expert assessments and using cutting edge technology that is just right for our local health and social care population.

To achieve this saving investment will be required in staffing to grow the capacity of the current telecare service, in commissioning a technology partner to work with us to ensure we are maximising opportunities and remain at the forefront of what is possible and in increased expenditure on the equipment itself.

Further information about the transformation project can be found in the business case that has been developed.

How does this proposal contribute to achieving the strategic priorities of the Council?

Delivering an improved care technology offer is a key part of the Council's Adult Social Care vision and strategy. The strategy sets out the response to a series of challenges that the Council faces around poverty, financial pressures and recovery from Covid-19. Care Technology supports work around developing a strengths-based approach to social care, appreciating the things people can do as well as the things they need help with.

Care technology transformation supports the priorities set out in the Council's Strategic Plan:

Priority 2: Homes for the future - in particular the ambition to adapt homes for disabled residents. Care technology can act as 'digital adaptations' enabling disabled people to better access their homes and remain in them for longer.

Priority 5: Invest in public services – providing high quality financially sustainable services for adults to meet their goals. Care technology can support residents to achieve their goals, live more independently and reduce spend in adult social care. Care technology also enables the Council to achieve its ambition to work in collaboration with the North East London Integrated Care System to deliver integrated health and care services.

Does the proposal alter patterns of statutory provision? If so, please describe how the Council will continue to meet its statutory obligations

No impact on statutory provision.

What Service will this saving impact?

The current telecare team will be positively impacted through additional staffing resources being made available.

Are there any staffing reductions?

None.

Detail any required procurement activity.

Yes, the proposal is to commission a technology partner to support the transformation project. A separate proposal will go through the appropriate governance at Cabinet to proceed with this.

Detail any requirements around contract re-negotiations.

None at present.

What stakeholder engagement is required? Any statutory consultation required?

No statutory consultation required. Engagement with residents will take place as part of the project. We will have opportunities for co-production of the service model and pathways.

Can the savings be delivered in the current year?

The savings will be delivered over a five-year period. The first three years of the programme are detailed in the financial information above. In addition there will be savings in year 4 and 5 of the transformation project. The gross figures for year 4 are (£2.402m) and year 5 are (£2.941m), taking the total for the project to £10.3m gross savings.

Revised Provision:

Investment will need to be maintained at the increased level in future years for the Council to continue to benefit from the effects of maximising the provision of care technology for residents. There will be further opportunities for growth at the end of the five-year period as new technologies emerge.

Risk and Mitigations:

Ease of delivery	Moderate
Impact of savings	Medium

Not securing the growth funding to undertake this project is the biggest risk. This project cannot be delivered within existing resources. Any reduced level of growth being approved would require the savings to be recalculated.

There is a risk that the saving would not be achieved, either because of the numbers of residents receiving care technology not being achieved, or because the prevention, reduction or delay of need not materialising. The business case that these figures have been based on has taken a conservative approach to identifying the numbers of residents who could benefit and of the financial benefits and this mitigates this risk.

A full benefits realisation system will be put in place as part of this project. For every individual receiving care technology the financial benefits will be tracked and recorded. Progress will be reported as part of the project governance.

Resources and Implementation:

Does this saving completely relate to General Fund? If not, please state which other funding type is impacted

Yes, the savings are from the General Fund.

What are the resources needed to build up the proposal?

These are detailed in the associated growth proposals (capital and revenue)

Is feasibility work required?

No. This proposal is supported by a full and detailed business case.

What needs to happen for implementation? Timeline and activities required by month.

This savings proposal can only be implemented if the growth request is approved. Upon confirmation of growth funding, we will need to undertake the commissioning activity and do the project set-up. A full project plan will be worked up over the coming months.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	Yes	It is possible that there would be a change in the roles of staff within the telecare service, this would be identified as part of the pathway redesign. Should that be the case a full equalities impact would be undertaken as part of the handling organisational change process.
Summary:		Additional Information and Comments:
To be completed at the end of completing the Screening Tool.		Not at this stage.
Based on the Screening Tool, will a full EA will be required?	No	

SAVINGS PROPOSAL

Proposal Title:	Public Health Core Funding substitutions		
Reference:	SAV / HAS 010 / 24-25	Savings Category:	Efficiency
Directorate:	Health and Adult Social Care	Savings Service Area:	Public Health
Directorate Service:	Public Health	Strategic Priority Outcome:	5. Investing in public services
Lead Officer and Post:	Somen Banerjee, Director of Public Health	Lead Member and Portfolio:	Cllr Gulam Kibria Choudhury , Cabinet Member for Health, Wellbeing and Social Care

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	37,683	1,000	-	-	1,000

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

1. It is proposed to substitute £1m from the core Public Health Grant to fund General Fund expenditure (therefore creating a saving to the General Fund) as a one-off saving in 2024-25. The Public Health Grant allocations are announced by Central Government on an annual basis, and it there is an inherent risk associated with grant announcements for future years. Therefore, further savings from the Public Health Grant to fund General Fund expenditure will be offered for 2025-26 and 2026-27 upon receipt of the confirmed grant allocations for these respective financial years.
2. This £1m substitution for 2024-25 (and future year's if confirmed), could be for part-funding of Strategic Priority areas linked to delivering Public Health outcomes not currently funded through the PH grant including (and in addition to those services which will be funded via the Public Health Grant Reserve saving being offered):
 - a. Leisure insourcing
 - b. Youth services (health elements)
 - c. Sports
 - d. Free School meals
 - e. Health related Mayors community grants
3. The £1m reduction in the PHG budget for 2024-25 would be accommodated through:
 - a. Use of unallocated uplift to the Public Health Grant (£800k) via increases in the Public Health Grant allocations from DHSC
 - b. Reduction of allocation to specialist smoking cessation services (£60k), staff flu vaccinations (£20k), remaining contingency (£50k), research (£70k)

On receipt of confirmed grant allocations for the Public Health Grant for 2025-26 and 2026-27, further savings will be identified and offered to fund other general fund expenditure.

Revised Provision:

The services in (3) above would have a reduced allocation from the Public Health Grant core funding, and the diverted funding would be used to meet expenditure within other services in the General Fund. Any general fund Services that have funding via the Public Health Grant must be in line with the Public Health Grant conditions and meet the PHG Outcomes Framework.

Risk and Mitigations:	
Ease of delivery	Moderate
Impact of savings	Medium
<p>The delivery of the saving is predicated on increases in the Public Health Grant by Government in 2024-25 and for future financial years to enable further savings to be offered.</p>	

Resources and Implementation:
<p>The delivery of the saving would require all general fund services that are to be funded via the Public Health Grant to meet the PHG Outcomes Framework. All expenditure against the grant is closely monitored and subject to full audit and scrutiny by OHID (Office for Health Improvement and Disparities) via their annual Grant Assurance Process.</p>
<p>A service monitoring form has been implemented for all internal services funded via the Public Health Grant, which requires the budget holder to outline PHG outcomes met via the funding and how the grant has been utilised each financial year. All services must comply with this requirement.</p>

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	Public Health Grant Reserve substitutions		
Reference:	SAV/ HAS 011/ 24-25	Savings Category:	Transformation
Directorate:	Health and Adult Social Care	Savings Service Area:	Public Health
Directorate Service:	Public Health	Strategic Priority Outcome:	5. Investing in public services
Lead Officer and Post:	Somen Banerjee, Director of Public Health	Lead Member and Portfolio:	Cllr Gulam Kibria Choudhury , Cabinet Member for Health, Wellbeing and Social Care

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	7,162	1,750	-	-	1,750

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

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1. The Grant Conditions associated with the Public Health Grant allocated to the Borough allow for transfer of any underspends of the grant at financial year-end into a specific ringfenced reserve.
2. This reserve increased during COVID-19 as elements of public health expenditure were covered by the various COVID-19 grants that were given to local authorities to meet the financial and service pressures associated with the pandemic.
3. The PH Grant Reserve amount currently stands at £7.16m. Commitments against the reserve in 23/24 amount to £1.07m, which will leave a balance of £5.25m in the PHG Reserve as unallocated after commitments in 23/24.
4. It is proposed that £1.75m per annum, over the next three financial years, is substituted from the Public Health Grant Reserve to meet general fund expenditure (therefore creating savings to the General Fund), a total of £5.25m over the MTFS period.
5. These substitutions could be for part funding of Strategic Priority areas, linked to delivering Public Health outcomes, that are not currently funded through the core PH grant including:
 - a. Leisure insourcing
 - b. Youth services (health elements)
 - c. Sports
 - d. Free School meals
 - e. Health related Mayors community grants
6. These savings run for 3 financial years, and therefore, following this period it will be necessary for any services funded via the Public Health Grant Reserve to find alternative funding (i.e., from 27/28) or cease any project that is being carried out using this temporary source of funding. At the end of 2026-27, a small amount will be held in the Public Health Grant Reserve as a contingency for any public health outbreaks. With an additional saving being offered up from the Public Health Core grant in 2024-25 of £1m, and no government confirmation of increases to Public Health Grant amounts in future financial year's now we are in the post-Covid period, there is no expectation that there will be further underspends to transfer to the Public Health Grant Reserve.

This saving has been increased from the previously submitted £1.5m to £1.75m per annum for a period of 3 financial years due to the request to find additional savings.

Revised Provision:

For services funded through the Public Health Grant Reserve it will be necessary to track outputs and outcomes to ensure that they are delivering outcomes specified under the Public Health Grant Outcomes Framework. These conditions need to be met to allow PHG funding to be transferred to these projects/budgets.

After the financial year 2026-27, any services/projects funded using the Public Health Grant reserve pot, will need to ensure they have continued funding from another source identified or cease the service/project. All funds held in the PHG Reserve are expected to be depleted by this point forwards.

Risk and Mitigations:

Ease of delivery	Moderate
Impact of savings	Medium

Monitoring of all expenditure funded via the PHG is carried out by Central Government on a regular basis. Therefore, all services funded must comply with grant conditions and PHG grant outcomes framework.

Resources and Implementation:

The delivery of these savings would require all general fund services that are to be funded via the Public Health Grant Reserve to meet the PHG Outcomes Framework. All expenditure against the grant is closely monitored and subject to full audit and scrutiny by OHID (Office for Health Improvement and Disparities) via their annual Grant Assurance Process.

A service monitoring form has been implemented for all internal services funded via the Public Health Grant and Reserve, which requires the budget holder to outline PHG outcomes met via the funding and how the grant has been utilised each financial year. All services must comply with this requirement.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	Idea Stores - Stock fund		
Reference:	SAV / RES 001 / 24-25	Savings Category:	Contracts
Directorate:	Resources	Savings Service Area:	Central services
Directorate Service:	Customer Services	Strategic Priority Outcome:	5. Investing in public services
Lead Officer and Post:	Sergio Dogliani, Head of Idea Stores	Lead Member and Portfolio:	Cllr Maium Talukdar, Statutory Deputy Mayor & Cabinet Member for Education, Youth and Lifelong Learning

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	226	30	-	-	30

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

Reduce the amount of money spent on stock. We currently have a Bibliographic Services budget of £421,000 excluding salary costs, out of which 57% (£240,000) allows us to purchase approximately 28,000 books across all library categories (Fiction and Non-Fiction for Adults, Teens, and Children). The plan is to reduce book purchases by £30,000 in 2024-25 which results in a total of £90,000 over the MTFS. The reduction will be applied proportionally to all categories. The rest of the Bibliographic Services budget goes onto digital stock (15%), digital subscriptions (10%), systems (5%), and events/activities for children and adults (13%).

Revised Provision:

We would reduce printed and digital stock.

Risk and Mitigations:	
Ease of delivery	Easy
Impact of savings	Low
<p>This level of stock reduction can be absorbed at this stage and may be partially mitigated by customers having access to The Library Consortium stock, as we are members. The delay in getting a requested book from outside Tower Hamlets, however, can be considerable and is usually off-putting for our residents, who may end up not being able to access books they want. Successive yearly reduction in spend can also have a cumulative effect, this will have to be closely monitored. The amount spent on stock per resident will decrease, we are currently mid-table in terms of stock spend among London libraries, there is now a risk of falling further behind, which is a concern in a borough that still has high levels of literacy and reading needs.</p>	

Resources and Implementation:

N/a

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	Yes	Although technically speaking this change might not directly impact on one or more specific protected characteristics, the cumulative effect this will have is significant, as this is not a one-off budget reduction of £30k, it's over three years, totalling £90k, which is significant considering the limited resources available. As a good library authority we are proud of providing a wide range of quality reading materials (printed and digital) and make these available in adequate quantities, but Tower Hamlets has the fastest growing population in the UK, there is still considerable social deprivation, and many of our residents rely on free access to books and digital materials, therefore reducing spend while the population is growing is problematic. Providing a good public library offer for free (which includes a good stock) is one of the ways of addressing inequality, particularly when the cost of living is still having an impact in the community.
Does the change reduce resources available to support vulnerable residents?	Yes	As above, perhaps this may not clearly manifest itself in Year 1, but it might in subsequent years, as the chances are that many vulnerable residents will also fall under one or more protected characteristics.
Does the change involve direct impact on front line services?	No	

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Changes to a Service

Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	

Changes to Staffing

Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:

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

Additional Information and Comments:

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SAVINGS PROPOSAL

Proposal Title:	Ideas Stores Learning – Increased grant target, vacancy and training expenses		
Reference:	SAV / RES 002 / 24-25	Savings Category:	Efficiency
Directorate:	Resources	Savings Service Area:	Central services
Directorate Service:	Customer Services	Strategic Priority Outcome:	3. Accelerating education
Lead Officer and Post:	Faruk Miah, Head of Idea Stores Learning	Lead Member and Portfolio:	Cllr Maium Talukdar, Statutory Deputy Mayor & Cabinet Member for Education, Youth and Lifelong Learning

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	521	64	-	-	64

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	33.5	1	-	-	1

Proposal Summary:

The £64,000 saving is broken down as:

- £28,000 though increasing the target for Government Grants. This higher level is already being achieved in the 2023-24 financial year,
- £12,000 cut in the Training budget. We have underspent on this budget line by at least £12,000 in recent financial years,
- £24,000 by deleting a vacant post. The post budget is for more than £24,000 but the excess will be used for publicising the service with a long-term view of increasing our course fee income.

Revised Provision:

No impact to service delivery

Risk and Mitigations:	
Ease of delivery	Easy
Impact of savings	Low
There is a low risk that ESFA funding is reduced which could reduce the saving / income by £28k	

Resources and Implementation:

No Additional resources are required to implement this saving.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	Registrars - Income generation from wedding reception parties		
Reference:	SAV / RES 003 / 24-25	Savings Category:	Income generation
Directorate:	Resources	Savings Service Area:	Central services
Directorate Service:	Registrars, Customer Services	Strategic Priority Outcome:	5. Investing in public services
Lead Officer and Post:	Kathy Constantinou, Superintendent Registrar / Head of Registrars and Citizenship	Lead Member and Portfolio:	Cllr Kabir Ahmed

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	(147)	22	-	-	22

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

Since moving to SGTH, our wedding bookings have increased month by month and shortly, once the Garden Suite has been refurbished, we will be offering couples a place to hold a small reception party after their ceremony it is estimated this will generate an additional £20,000 income per annum.

We are also exploring further income generation by collaborating with the Home Office with new immigration checking opportunities as well as being able to offer passport application checking services and Change of Name deed poll appointments for a set fee, we estimate this will generate £2,000 per annum, potentially more but full amount is unknown at this time.

Revised Provision:

No impact to service delivery but would offered new services to customers.

Risk and Mitigations:	
Ease of delivery	Easy
Impact of savings	Low
Low risk that we will not generate the specified income.	

Resources and Implementation:

No Additional resources are required to implement this income.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	Finance - remove Contingency budget		
Reference:	SAV / RES 004 / 24-25	Savings Category:	Efficiency
Directorate:	Resources	Savings Service Area:	Central services
Directorate Service:	Finance, Procurement and Audit	Strategic Priority Outcome:	5. Investing in public services
Lead Officer and Post:	John Harrison, Interim Director of Finance, Procurement and Audit	Lead Member and Portfolio:	Cllr Saied Ahmed, Cabinet Member for Resources and the Cost of Living

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	200	200	-	-	200

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

To remove contingency budget from held in Chief Financial Officer Team (cost centre 23120).

Revised Provision:

Any unplanned resource requirements will need to be considered as they arise and funding identified.

Risk and Mitigations:	
Ease of delivery	Easy
Impact of savings	Low
Reduced capacity to respond quickly to unplanned resource requests and to manage pressures as they arise. Mitigated through regular budget monitoring.	

Resources and Implementation:
N/A

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	Insurance Fund smoothing		
Reference:	SAV / RES 005 / 24-25	Savings Category:	Efficiency
Directorate:	Resources	Savings Service Area:	Central services
Directorate Service:	Finance, Procurement and Audit	Strategic Priority Outcome:	5. Investing in public services
Lead Officer and Post:	John Harrison, Interim Director of Finance, Procurement and Audit	Lead Member and Portfolio:	Cllr Saied Ahmed, Cabinet Member for Resources and the Cost of Living

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	0	200	-	-	200

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

The Council operates a 'self-insurance fund' and currently pays the first £500,000 to £2,000,000 of most insurance claims. The Council must be assured that it has enough money in the Fund to meet historic liabilities as well as claims in the current policy year. The resources in the fund consist of an insurance provision based on the estimated cost to settle incurred claims and an insurance reserve based on expected further claims to be received from incidents that have occurred but not yet been reported - incurred but not yet reported (IBNR).

The Council commissions an annual Self Insurance Fund Review from external advisors (Marsh) who use statistical techniques to calculate how known claims are expected to develop over time and the expected cost of IBNR claims. The July 2023 Report indicated that the best estimate of historic liabilities including a buffer at the 90% confidence level was £11.5m. This included a claim in respect of an explosion/fire in August 2022 at Bentworth Court. The Funds liability of £2m was paid to the HRA in closing the 2022-23 accounts. Accordingly, the minimum Fund balance is determined to be £9.5m.

The actual balance on the Insurance Fund is £11.5m indicating that the Fund balance could prudently be reduced, subject to annual review. Accordingly, it is proposed to gradually release the excess over a number of years pending the annual review of insurance liabilities.

	31/03/22	movement	31/03/23
Insurance Provision	4,096	(359)	3,737
Insurance Reserve	10,166	(2,247)	7,919
Total	14,262	(2,606)	11,656

Risk and Mitigations:

Ease of delivery	Easy
Impact of savings	Low

Risk that insurance liabilities are higher than estimated or future events/claims create new fund liabilities. Mitigated by insurance team monitoring and management of claims and annual review.

Resources and Implementation:

N/A

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	IT Management review		
Reference:	SAV / RES 006 / 24-25	Savings Category:	Efficiency
Directorate:	Resources	Savings Service Area:	Central services
Directorate Service:	IT	Strategic Priority Outcome:	5. Investing in public services
Lead Officer and Post:	Adrian Gorst, Director of IT	Lead Member and Portfolio:	Cllr Saied Ahmed, Cabinet Member for Resources and the Cost of Living

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	770	330	-	-	330

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	7	3	-	-	3

Proposal Summary:

Reduce the number of heads of service reporting to the Director of IT from 7 to 4 through a reorganisation.

Anticipate an initial call for voluntary redundancies and potential redundancy or bumped redundancy if one or more heads of service seek voluntary redundancy and this is approved.

And then a reorganisation and compulsory redundancies following a reshaping of the service in line with other London authorities.

Revised Provision:

The seven heads of service supported the council through the transition from Agilisys and to running a stable IT service and continue to perform vital functions, however it is common for an IT service to run with fewer than 7 heads of service, with 4 being typical in across London authorities.

The revised provision will depend on the outcomes of research on how other London and similar IT services are organised and consultation with colleagues.

Operational services are unlikely to be affected so any changes will be in how the IT service engages with the Council, managing the loss of specialist knowledge, replacing relationships with governance, how the IT service supports and delivers changes.

Risk and Mitigations:	
Ease of delivery	Difficult
Impact of savings	Medium
Loss of specialist knowledge held by heads of service.	
Reduced resilience with less capacity to manage major events and support other services.	
Loss of long standing relationships and reliance on new formal governance	
Distracted IT management team during the reorganisation.	
Redundancy costs and pension strain likely to reduce savings for at least first year.	

Resources and Implementation:
100% General fund
HR and pensions team support for reorganisation and redundancy.
Research on structure of IT functions across London any similar authorities.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	Yes	Reduction from 7 to 4 heads of service.
Does the change involve a redesign of the roles of staff?	Yes	

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

Additional Information and Comments:
An EA will be required as part of the reorganisation in line with Council policy and procedure. The current team is very diverse and attention will be required to ensure this is not lost.

SAVINGS PROPOSAL

Proposal Title:	IT infrastructure		
Reference:	SAV / RES 007 / 24-25	Savings Category:	Efficiency
Directorate:	Resources	Savings Service Area:	Central services
Directorate Service:	IT	Strategic Priority Outcome:	5. Investing in public services
Lead Officer and Post:	Adrian Gorst, Director of IT	Lead Member and Portfolio:	Cllr Saied Ahmed, Cabinet Member for Resources and the Cost of Living

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	1,800	90	90	-	180

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

£1.8m of IT infrastructure contracts end in 2023/24 and 2024/25 allowing the Council to reduce its specification to reduce costs. With inflation in IT services running at around 10% it will require a 20% reduction in services to offset inflationary pressures and deliver savings.

Detailed analysis of the contracts is underway, and the savings will ultimately depend on what the Council determines is the minimum acceptable level of service,

All services will be affected as they are likely to experience a reduced IT service. Reactions to previous agreed reductions, have been negative to the extent some have been restored including our VIP support engineer and the addition of three additional printers to the Town Hall.

Extensive procurement activity required to deliver the savings across contracts

Stakeholder engagement will be required as detailed options are identified to determine what is the minimum acceptable level of service recognising the need for savings. This is unlikely to include any statutory consultations.

Savings are only deliverable when the existing contract expires and a new contract starts.

As contracts end mid-year estimated 50% of the savings will be available in 2024/25 and the remainder in 2025/26

Revised Provision:

indicative areas of service change include:

- Rationalise all telephony on Microsoft Teams to eliminate duplicate Mitel infrastructure
- Restrict the ability to forward phone calls outside the Council which causes the council to be billed for the call minutes
- Limit the use of Microsoft Office applications to online versions unless specific activities require installed applications
- Reduce retention of emails and files from 7 years to 5 years (or less)
- Remove Box and Egress which are used by services to send large files
- Downgrade small and medium offices to lower speed connections

It is common to reduce infrastructure spend however this has proved more difficult in Tower Hamlets and previous services reductions have been partially reversed. A focus on self-sufficiency and use of digital channels where appropriate will help deliver the proposed cost savings.

Risk and Mitigations:

Ease of delivery	Difficult
Impact of savings	High

Inflation is driving up the cost of infrastructure contracts which are reliant on electrical energy and skill staff so driving savings will be particularly challenging.

With previous reductions in infrastructure services we may be reaching a point where further reductions result in an increase in unit costs which negates the savings.

Consolidation amongst suppliers may have reduced competition and reduce the number of bidders or result in no-bidders if suppliers can't anticipate acceptable terms.

Procurement may be overwhelmed with competing activities limited the capacity to explore alternative procurement routes.

Changes will be unpopular and may have to be undone creating new budget pressures, firm leadership and a wider understanding of savings may mitigate this.

Resources and Implementation:

Savings relates to general fund.

The proposal is being worked up by the strategic vendor team in IT with external support.

Progressing all potential savings may require temporary resource to manage multiple procurements and suppliers within a tight timetable.

Temporary technical resources may be required if the biggest savings mean changing suppliers or technical approaches.

Extensive communications work required to ensure staff are aware of service changes.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	Service restructure - IT Voluntary Redundancies		
Reference:	SAV / RES 008 / 24-25	Savings Category:	Service restructure
Directorate:	Resources	Savings Service Area:	Central services
Directorate Service:	IT	Strategic Priority Outcome:	8. A council that listens and works for everyone
Lead Officer and Post:	Adrian Gorst, Director of IT	Lead Member and Portfolio:	Cllr Saied Ahmed, Cabinet Member for Resources and the Cost of Living

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	6,699	300	-	-	300

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	103	6	-	-	6

Proposal Summary:

While many posts in IT are hard to fill and perform essential functions, we still carry some legacy posts which transitioned from Agilisys which we can release if the incumbents ask and are accepted for voluntary redundancy.

Care is required in considering which posts we can release directly or through bumped redundancy as many posts are essential for the functioning of the Council and would be exceptionally difficult to maintain essential services if a voluntary redundancy request was accepted leading to the post being deleted and the incumbent released.

The average salary across IT is £55,000 however the legacy posts transferred from Agilisys are slightly lower graded, so estimate £50,000 per post, with up to six posts released through voluntary redundancy totalling £300,000 savings. We embrace a range of working patters in IT with some staff working less than five days a week, so the saving may be less than indicated from deleting 6 posts

Revised Provision:

We would not release any posts or incumbents where they are essential to core services.

The release of any post will reduce the overall capacity of the service and will require colleagues who are currently using IT services to be more self-sufficient, for example, using the self-service password reset options for many applications rather than requesting the IT service do this form them.

Risk and Mitigations:

Ease of delivery	Moderate
Impact of savings	Low
Colleagues in posts we can consider for release do not apply for voluntary redundancy.	
Colleagues in posts we can't consider for release do apply for voluntary redundancy.	
With each team possessing unique skills it is less likely we can accommodate bumped redundancies without severely impacting services.	
In a service with long-serving staff redundancy and pension strain costs are likely to be require Council approval.	

Resources and Implementation:

Voluntary redundancy scheme

HR and Pensions support in considering which posts and individuals we can release.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:
The EA is likely to form part of the overall voluntary redundancy scheme than being IT specific.

SAVINGS PROPOSAL

Proposal Title:	Council Tax – Introduce Empty Property Premium		
Reference:	SAV / RES 009 / 24-25	Savings Category:	Income generation
Directorate:	Resources	Savings Service Area:	Central services
Directorate Service:	Revenues and Benefits	Strategic Priority Outcome:	8. A council that listens and works for everyone
Lead Officer and Post:	Chris Boylett, Head of Revenues and Benefits	Lead Member and Portfolio:	Cllr Saied Ahmed, Cabinet Member for Resources and the Cost of Living

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	N/A	546	-	-	546

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

Empty property premium

The Council has to date only adopted the 100% premium for properties empty for more than 2 years. The legislation allows local authorities to increase the premium by further 100% for properties empty over 5 years and a further 100% for those empty over 10 years. Whilst this will not realise a significant increase in income it will continue to promote the return of properties to use. As of 31/5/23:

- 28 properties have been empty for over 5 years
- 7 properties have been empty for over 10 years

Based on a band D property this would increase council tax by approximately £63k with 27% of this going to the GLA. Giving £46k to the Council.

In additional, the Council currently applies a long-term empty property premium of 100% of the charge to all properties empty and unfurnished over 2 years. The Levelling-up and Regeneration Act 2023 allows Councils to charge this premium after a property is empty for 1 year. As at the beginning of October 2023 the Council has identified 719 properties that would fall into this category. It is estimated this would produce an additional £500k on Council Tax income.

Risk and Mitigations:	
Ease of delivery	Easy
Impact of savings	Low
Theses measure would also encourage empty properties to come back into use more quickly.	

Resources and Implementation:
General Fund saving

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	Council Tax - Introduce Second Home Premium		
Reference:	SAV / RES 010 / 24-25	Savings Category:	Income generation
Directorate:	Resources	Savings Service Area:	Central services
Directorate Service:	Revenues and Benefits	Strategic Priority Outcome:	8. A council that listens and works for everyone
Lead Officer and Post:	Chris Boylett, Revenues and Benefits	Lead Member and Portfolio:	Cllr Saied Ahmed, Cabinet Member for Resources and the Cost of Living

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	N/A	-	2,000	-	2,000

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

A measure included in the Levelling Up & Regeneration Bill will allow councils the ability to charge a council tax premium of up to 100% for any property left empty for more than 72 days a year. It is estimated that this measure would raise in excess of £2m annually if the Council took up the provision.

It was initially expected that the bill would complete its passage through Parliament by 1 April 2023, however it has yet to complete the committee stage in the House of Lords. Under the original timeline, it was expected councils would be able to introduce the premium from April 2024 however, due to the bill's delay, they will now not be able to introduce the premium until April 2025. Councils must give residents one year's notice of their intention to charge the 100% premium for empty properties.

Risk and Mitigations:	
Ease of delivery	Easy
Impact of savings	Low
<p>Potential for second home owners to find loopholes in the legislation by turning their property into a short-term or holiday let. This would also allow them to apply for business rates relief.</p>	

Resources and Implementation:
<p>General fund saving</p>

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	Council Tax - Remove Empty Property Exemption for one month		
Reference:	SAV / RES 011 / 24-25	Savings Category:	Income generation
Directorate:	Resources	Savings Service Area:	Central services
Directorate Service:	Revenues and Benefits	Strategic Priority Outcome:	8. A council that listens and works for everyone
Lead Officer and Post:	Chris Boylett, Head of Revenues and Benefits	Lead Member and Portfolio:	Cllr Saied Ahmed, Cabinet Member for Resources and the Cost of Living

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	N/A	135	-	-	135

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:
<p>Empty property exemption for one month</p> <p>The option to remove the empty property exemption of up to a month is an obvious option when looking at how to deliver more income through Council Tax</p> <p>Looking at number of other London Councils the majority (9 of 13 surveyed) no longer offer any reduction for empty properties (Lambeth, City of London, Westminster, Southwark, Hammersmith & Fulham, Greenwich, Haringey, Brent, Waltham Forest, and Barking & Dagenham), only Newham (1 month), Camden (1 month and Hackney (30 days) offer similar support to Tower Hamlets.</p> <p>During 2022-23 the Council awarded £187,604 to 3,395 accounts, an average award of £56.94 so impact on individual landlords would be minimal. Any saving would be shared with the GLA.</p>

Risk and Mitigations:	
Ease of delivery	Easy
Impact of savings	Low

Resources and Implementation:
General Fund saving

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	Increase in resources to collect Council Tax arrears and to target closed account debt and to collect HBOP and to reduce need for BDP		
Reference:	SAV / RES 012 / 24-25	Savings Category:	Income generation
Directorate:	Resources	Savings Service Area:	Central services
Directorate Service:	Revenues and Benefits	Strategic Priority Outcome:	8. A council that listens and works for everyone
Lead Officer and Post:	Chris Boylett, Interim Head of Revenues and Benefits	Lead Member and Portfolio:	Cllr Saied Ahmed, Cabinet Member for Resources and the Cost of Living

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	N/A	362	-	-	362

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

Invest to save opportunities.

Increase in resources to collect Council Tax arrears and to target closed account debt – net income generation £189k

Council Tax Collection would deliver at least £432.5k on an investment giving a return on investment of £189k after GLA contribution. Experience elsewhere would suggest that this could be increased significantly, and a larger team could increase the returns further.

The level of outstanding debt has now increased to £40m with £19m provided for bad debt provision for these amounts. At the same time in year collection rates have been impacted by the pandemic and are likely to be impacted by the cost-of-living crisis. The council tax base continues to grow with large scale redevelopment across the borough. Resources have not been increased to match the increasing demands from these developments. At the same time the need to proactively engage with debtors has placed additional burdens on an already stretched service. As a result, closed account debts (those who have left the borough) are not always prioritised. The Council currently holds £18.6m of debt on closed accounts. Any activity to these accounts will also allow the service to identify unrecoverable debts and write them off.

The proposal would be to invest in additional resource to target these debts and proactively chase and collect this debt. This has proved very successful in Newham and other London Boroughs where a team of up to 8 officers has collected more than £1m a year for the last 5 years. The average return has been £3 for every £1 invested.

The indicative cost for this would be £43,300 per officer (Grade F plus on-costs). An investment of 4 officers would cost £173,200 per annum with an expected return of between £400,000 and £480,000 per year. Clearly with the size of the debt a larger team could deliver greater returns but as the debt collection team grows the need for additional management capacity will also grow. It is suggested that these officers are employed on a 1–2-year fixed term contract to enable the service to review the return achieved and evaluate the resources that will be needed going forward. As the easy to collect debts are cleared over time the returns may diminish but the use of fixed term contracts provides opportunities for a natural break.

Increase in resources to collect HBOP and to reduce need for BDP – net income generation £173k

HBOP collection would deliver at least £346k on an investment of £173k giving a return on investment of £173k.

Invoiced overpayment debt uncollected has grown significantly in recent years and currently stands at just over £11.3m over 4,172 accounts with some £7.2m provided for in bad debt provision for these amounts. Bad Debt Provision for invoiced debt and debt being recovered from ongoing benefit entitlement is currently budgeted to increase by £717k per annum.

Performance in the year to date is as expected but investing in additional resource will allow the team to implement more proactive debt recovery processes and to increase collection. This will increase income and reduce the requirement for BDP.

Of the 4,172 accounts just 26% or 1,092 accounts are in payment and are not in arrears with their payment plan. 2,189 (52%) have never made a payment and a further 891 (21%) have failed to maintain payments and are now in default. A further 671 suspended debts totalling £2.4m are in the pipeline awaiting appeal rights to end. It is likely that in the coming year we will see an increase in invoiced debt as the migration to Universal Credit continues and debts currently being collected by deduction for ongoing. Much like the Council Tax proposal officers should be able to achieve between £2 and £3 for every £1 invested. It should be noted that HBOP debt is more difficult to collect than council tax debt.

The initial proposal would be to recruit 2 or 3 officers (although a team of 6 could deliver increased income in a shorter period) to proactively pursue debt for a fixed term with the idea to review and extend if the business case continues.

Risk and Mitigations:

Ease of delivery	Easy
Impact of savings	Low

Resources and Implementation:

Savings indicated are for General Fund

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	Business support savings (includes Service Restructure)		
Reference:	SAV / RES 013 / 24-25	Savings Category:	Transformation
Directorate:	Resources	Savings Service Area:	Central services
Directorate Service:	Business Support Services	Strategic Priority Outcome:	8. A council that listens and works for everyone
Lead Officer and Post:	Pat Chen, Interim Director of Workforce, OD and Business Support	Lead Member and Portfolio:	Cllr Saied Ahmed, Cabinet Member for Resources and the Cost of Living

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	8,113	965	-	-	965

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	241	15	0	0	15

Proposal Summary:

The following proposals are draft and provided in the context that further investigations and engagement would be needed to identify the possibility of the transformation. FTE reduction does not include any FTE reductions arising from the integration of former THH resource into the Executive Support Team.

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Team	Methodology	Potential Savings	Interdependency	Action Required by Business Support	By Whom	By When	Possible Saving	Risks	Ease of Delivery	Impact on Savings
D&B	FPN logging and processing	1 BSO	Yes -Service implementing Liberator system	Monitor proposed go-live date - expected Summer 2023	BSRM	Dependent on service	43,279	Liberator system doesn't go live or has issues resulting in a Uturn in automation	Moderate	Medium
D&B	Reduction of 1.46 BSO	1.46 BSO	SLA will need to be reviewed with less support offered to the service	Business Case to be compiled and engagement with the service	Team Leader / BSRM	Autumn 2023	63,187	Service not agreeing to a reduced offer	Difficult	High
Place	Change of JD from Admin/Interpreter to BSO - from Grade G to Grade F	£3k	None	Business Case to be compiled	BSRM	Autumn 2023	3,000	Dependent on the unions being in agreement and may be delayed due to postholder being entitled to any salary protection	Moderate	Low
Childrens	Merger of the Front Door - combination of 2 SBSO roles into 1	1 SBSO	Merger of Front Door completion	Engagement with the service	BSRM / HoBS	In line with restructure	50,488	Delay of the merger and increased workload whilst it is bedding in	Difficult	Medium

Transactions	Change 3 BSA into 2 BSO	TBC	None	Delete 3xBSA and create 2xBSO	HoBS	In line with restructure	23,920	Minimal	Moderate	Low
D&B	Reduction of 1 BSA from Revs team	1 BSA	Hybrid Mail	Engagement with the service	BSRM / HoBS	In line with restructure	36,826	Dependent on other services ensuring Hybrid Mail is fully functional	Moderate	Low
D&B	Reduction of 2xBSO = 0.5 FTE	0.5 BSO	Move from Shadwell Centre to Whitechapel Idea Store - removal of reception duties & £5160 saving due to reduction of hours	Engagement with the service	BSRM / HoBS	18 months	24,560	The decision could be changed or delayed, new proposal to move to PDC which may require reception cover	Moderate	Low
Schools	Possible reduction from PFSS - BSO	1 BSO	Continued reduction in workload	Monitoring by Team Leader and engagement with service	Team Leader / BSRM	In line with restructure	43,279	Workload could increase again	Moderate	Medium
CSC	1 SBSO vacancy	1 SBSO		Delete 1 SBSO	HoBS	In line with restructure	50,488	Minimal	Easy	Medium
CSC	Health Assessments - Reduction of 1 BSO	1 BSO	Automation forthcoming - Mosaic Development/Financials	Engagement with the service	HoBS	In line with restructure	43,279	Dependent on discussion with the service and development of Mosaic	Difficult	Medium
HAC	Review BSA's	2 BSA		Review workload and engagement with the service	BSRM / HoBS	In line with restructure	67,200	Dependent on workload	Moderate	High
Business Support	Reduction of Team Leaders	2 TL	Possible growth from Young People's Service	Review of structure and spans and layers of control	HoBS	In line with restructure	124,370	Growth could result in the need to retain	Difficult	High
Executive Support	Retain vacancy in ESRM role	TBC	The arrangements currently in place continuing to be effective	No action needed	HoBS	Hold Vacancy	78,624	If permanent recruitment is undertaken this would not be achieved	Moderate	High
Executive Support	Reduce by 2 SMSO	2 SMSO	Dependent on workload	Engagement with the services		In line with restructure	100,976	Service offer may need reviewing with fewer managers receiving support	Moderate	High

Executive Support	Review of THH inhouse	TBC	Dependent on workload and integration of THH into the Exec Support Team	Bring THH Executive Support into the service and review thereafter whilst ensuring they are aware of the proposal to realign		In line with restructure	211,524	THH coming inhouse and transition into the service	Moderate	High
				Total			965,000			

Risk and Mitigations:	
Ease of delivery	Moderate
Impact of savings	Medium

Resources and Implementation:
General Fund saving

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	Human Resources – removal of agency spend budget		
Reference:	SAV / RES 014 / 24-25	Savings Category:	Efficiency
Directorate:	Resources	Savings Service Area:	Central services
Directorate Service:	Human Resources	Strategic Priority Outcome:	8. A council that listens and works for everyone
Lead Officer and Post:	Pat Chen, Interim Director of Workforce, OD and Business Support	Lead Member and Portfolio:	Cllr Saied Ahmed, Cabinet Member for Resources and the Cost of Living

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	2,414.8	27	-	-	27

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A		-	-	-	-

Proposal Summary:
Review of Human Resources budgets: removal of costs assigned for agency spend in the Human Resources budget – saving £27k.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

SAVINGS PROPOSAL

Proposal Title:	Service Restructure – Human Resources		
Reference:	SAV / RES 015 / 24-25	Savings Category:	Service restructure
Directorate:	Resources	Savings Service Area:	Central services
Directorate Service:	Human Resources	Strategic Priority Outcome:	8. A council that listens and works for everyone
Lead Officer and Post:	Pat Chen, Interim Director of Workforce, OD and Business Support	Lead Member and Portfolio:	Cllr Saied Ahmed, Cabinet Member for Resources and the Cost of Living

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	2,414.8	312	-	-	312

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	24	4	-	-	4

Proposal Summary:

Review of Human Resources salary budgets as part of the service restructure savings:

- Agency Contract Manager and Grade L role currently vacant could delete roles from April 2024 and not place anyone else at risk - Impact on management of agency contract given that we want to reduce overall spend and drive this down with managers. More work required in this area where we would take out a resource from – saving £152k.
- Once THH HR Team TUPE in, a restructure could take place to reduce by circa 2 senior roles (Head of HR and Senior BP). There may be some duplication of work that can be streamlined, and savings made. This would be subject to consultation. – saving £160k

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Risk and Mitigations:

Ease of delivery	Easy
Impact of savings	High

Savings being taken when demand for HR services high (mitigated in part by Transformation Fund resources).

Resources and Implementation:

General fund saving

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

SAVINGS PROPOSAL

Proposal Title:	Learning and Organisational Development (LOCD)		
Reference:	SAV / RES 016 / 24-25	Savings Category:	Efficiency
Directorate:	Resources	Savings Service Area:	Central services
Directorate Service:	Learning and Organisational Development (LOCD)	Strategic Priority Outcome:	5. Investing in public services
Lead Officer and Post:	Diane Lomas, Head of LOCD	Lead Member and Portfolio:	Cllr Saied Ahmed, Cabinet Member for Resources and the Cost of Living

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	1,445.9	75	-	-	75

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

Learning and Development – saving £56k

This saving will come from the Corporate Learning and Development budget which is used to provide learning and development to all staff in support of strategic objectives. The reduction will mean that we review what we offer and reduce where we can to achieve the savings. This could be delivered in this current financial year.

Corporate Events- £19k

This saving will be achieved through reviewing current activity:

- £5k for CE appraisal – budget is £12k and part of the work could be stopped or reduced (some of the 360 elements could be done internally)
- £9k Staff conference and CE Road show – budget is £32k and could reduce to £23k. In previous years this has come in lower than the budget at £20k (£18k) although 2023 event was costlier
- £5k Managers conference and SLT – budget is £25k, could reduce to £20k. This cost has come in lower than budget, and we could utilise the Council space rather than go external for venues and pay for them

Revised Provision:

Learning and Development would continue to be available just limited in what is on offer to staff or not as many courses available. The Corporate offer does not cover service specific learning and development, that is provided locally.

Corporate Events-

- CE appraisal – Appraisal would need to be accommodated within the budget
- Staff conference – The conference expenses would need to be kept within the revised budget and internal venues utilised rather external venues
- Managers conference – The conference expenses would need to be kept within the revised budget and internal venues utilised rather external venues
- CE roadshow- there would be no budget and therefore rooms would need to be Council rooms with no cost and no refreshments provided
- SLT - there would be no budget and therefore rooms would need to be Council rooms with no cost and no refreshments provided

Risk and Mitigations:

Ease of delivery	Easy
Impact of savings	Medium

Learning and Development- minimal risk

Corporate Events- For IIP not achieve a Strategic Priority. The other elements would mean operating within a budget

Resources and Implementation:

General Fund

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	Service Restructure - Registrars		
Reference:	SAV / RES 017 / 24-25	Savings Category:	Service restructure
Directorate:	Resources	Savings Service Area:	Central services
Directorate Service:	Registrars, Customer Services	Strategic Priority Outcome:	5. Investing in public services
Lead Officer and Post:	Kathy Constantinou, Superintendent Registrar / Head of Registrars and Citizenship	Lead Member and Portfolio:	Cllr Kabir Ahmed, Cabinet Member for Regeneration, Inclusive Development and Housebuilding

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	195	34	11	-	45

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	15	1	-	-	1

Proposal Summary:

The service is evolving from mainly a statutory function to a greater income generator.

The proposal is to restructure the Registration service to make it more robust and efficient in delivering statutory and non-statutory services whilst incorporating a more commercialised aspect for the service. This will deliver a small financial saving in the budget but has the potential to increase revenue with the new Garden Suite offering. Some of the roles will be changed and shifted to different areas within the service where there are currently deficiencies in the delivery of commercialisation. By doing this will create a better balance within the team duties creating more flexibility across the statutory and non-statutory functions of the service. The main objective is to increase ceremony bookings with the introduction of the Garden Suite for post wedding celebrations and wedding packages. This is in line with the Council's strategic priorities of putting the residents at the heart of everything we do. No other services will be impacted by the proposal.

Revised Provision:

There will be no withdrawal of any service.

The revised provision will have less focus on the statutory provision and more focus on commercial activity.

The benefit of this new model is that the statutory elements of the service will become more efficient as the registrars will focus on the core functions of the service only. The ceremonies team will become more efficient and professional in dealing with wedding packages with a more consistent approach. The latter will help us to achieve our additional income target for 2024-25.

The service will continue to support the same client group and bring in other customers from out of the borough due to the additional activities that will be offered on the commercial side.

Risk and Mitigations:

Ease of delivery	Moderate
Impact of savings	Low

There are no risks involved with this restructure as it will allow for more staff to be actively dealing with customers and not doing back office work.

However, our statutory services are reliant on any changes that are made to the legislation by the Home Office which would reduce or increase our statutory income related to the current statutory fees we charge and the money we receive for group citizenship ceremonies.

Resources and Implementation:

All savings relate to the General Fund.

Resources for the financial part of the review are being met from existing budget.

The feasibility study has already been carried out.

There are no further resources required that are not already accounted for in the restructure.

January 2024 – consultation will begin.

February 2024 – Appeals to be heard.

March 2024 – Assimilation process begins.

April 2024 – New structure in place

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	Yes	A full equalities impact assessment will be undertaken as part of the Registration service review and the restructure will be conducted in accordance with the council's organisational change process. It is hoped that staffing changes can be achieved through voluntary redundancy or redeployment.
Does the change involve a redesign of the roles of staff?	Yes	Changes to the roles of staff are necessary to reflect the move to a more commercialised service.

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	Pension Fund Deficit Payment		
Reference:	SAV / COP 001 / 24-25	Savings Category:	Efficiency
Directorate:	Corporate	Savings Service Area:	Central services
Directorate Service:	Corporate	Strategic Priority Outcome:	8. A council that listens and works for everyone
Lead Officer and Post:	Julie Lorraine, Corporate Director, Resources	Lead Member and Portfolio:	Cllr Saied Ahmed, Cabinet Member for Resources and the Cost of Living

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	12,790	1,000	-	-	1,000
Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

The 2022 actuarial valuation of the London Borough of Tower Hamlets Pension Fund (“the Fund”) indicated the funding position on the valuation date and the Employer contribution rates payable from 1 April 2023 to 31 March 2026.

The Report indicated that the Fund was 119% funded at 31 March 2023. The employer’s contribution rate payable from 1 April 2023 to 31 March 2026 included an annual payment of £13.6m (GF £11.8m; HRA £1.8m).

Risk and Mitigations:	
Ease of delivery	Easy
Impact of savings	Low
The next triennial valuation is in 2025 and will determine contribution rates for 2026-27 to 2029-30.	

Resources and Implementation:
This is a General Fund saving.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	Remove corporate provision for redundancy costs		
Reference:	SAV / COP 002 / 24-25	Savings Category:	Efficiency
Directorate:	Corporate	Savings Service Area:	Central services
Directorate Service:	Corporate	Strategic Priority Outcome:	8. A council that listens and works for everyone
Lead Officer and Post:	Julie Lorraine, Corporate Director Resources	Lead Member and Portfolio:	Cllr Saied Ahmed, Cabinet Member for Resources and the Cost of Living

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	2,450	-	2,450	-	2,450

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

It is proposed to remove the recurrent corporate budget for redundancy costs from 2025-26.

- There is base budget provision of £2.45m for redundancy/severance/flexible retirement
- These costs are one-off in nature and therefore could be funded from one-off resources
- Any severance costs that are not related to an approved saving in the MTFP are funded by the directorate
- Base budget for redundancy/severance costs in 2023-24 and 2024-25 is £4.9m. If actual costs exceed this provision then alternative one-off funding will need to be identified.
- We will look to fund voluntary early retirement /severance costs from transformation proposals from capital receipts (as permitted by regulations)
- The base budget of £2.45m from 2025-26 to be offered up as a saving.**

Risk and Mitigations:

Ease of delivery	Easy
Impact of savings	Medium

There will be no corporate provision for redundancy/strain costs beyond 2024-25. Where directorates make future decisions to agree such redundancies/early retirement, the costs will fall to that directorate (and the business case that supported the decision).

Resources and Implementation:

This is a General Fund saving.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	Service Restructure – Corporate Resources (includes Mayor’s Office restructure)		
Reference:	SAV / COP 003 / 24-25	Savings Category:	Service restructure
Directorate:	Cross-Directorate	Savings Service Area:	Central services
Directorate Service:	Corporate	Strategic Priority Outcome:	8. A council that listens and works for everyone
Lead Officer and Post:	Julie Lorraine, Corporate Director of Resources	Lead Member and Portfolio:	Cllr Saied Ahmed, Cabinet Member for Resources and the Cost of Living

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	-	1,694	(11)	-	1,683

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	-	TBC	-	-	TBC

Proposal Summary:

The council has set clear criteria for its savings identification process designed to protect frontline services to residents, avoid compulsory redundancy where possible and increase permanent employment opportunities by reducing reliance on temporary and interim resources. To assist this a council wide Voluntary Redundancy/Early Retirement programme has been launched which is currently in train. The Chief Executive is also undertaking a review of the structure of the directly reporting areas,

Aligned to this, the scope of this saving proposal therefore includes:

- Voluntary redundancy, early retirement, flexible retirement, and reduction in working hours options for staff. New arrangements have been introduced to allow staff submit an expression of interest for VR/ER, that have not been identified in other savings but where the needs of the service are fully met and where possible creating opportunities for staff development and progression and the expansion of formal trainee positions. Appendix 1 contains details of the scheme and application process
- Restructure of the Mayor’s office. It is proposed the established staffing allocation to the mayor’s office is reduced by a total 12.7 FTEs (33%) with a consequent total reduction in the current mayoral office budget of £327k (15%). A summary of the initial proposal, (subject to the relevant consultation processes) is attached as appendix 2a and proposed structure at 2b. 14 case worker roles currently dealing wholly with housing, resident vulnerability and service access related issues will transfer to the council’s customer services team, an area in demonstrable need of additional resource given the current housing challenge in the borough alongside new burdens such as enhanced standards of complaint handling and investigation into high-risk housing matters.
- Reduction in the cost of consultants and interims. This is an issue that will be time sensitive given the important role many of our current interims play in resolving some outstanding historical issues.
- A restructure of the Corporate Resource’s directorate. Phase one of which will involve the deletion of 2 of the 5 current direct reports to the Corporate Director of Resources, both posts proposed for deletion are existing vacant posts. This will enable the creation of a total of 3 broader scoped roles. Establishing a smaller central team of Directors each with a broader scope of service span. The grouping of services will be informed by the most relevant customer focussed combination. The senior team will in turn support a smaller group of high calibre specialist expertise to meet the needs of operational services in turn overseeing key resources based within the directorate teams. Early thoughts on the new structure (attached appendices 3) have been shared with staff and trade unions to seek views from all prior to formal consultation commencing, which in turn will be further informed by the outcomes of the VR /ER.

The savings illustrated are net of the additional cost of the new Senior Leadership Team structure (five corporate directors) already in place.

Appendices

- Appendix 1 – ER/VR Scheme and Application form
- Appendix 2 – Mayor’s Office Restructure
- Appendix 3 – Corporate Resources Reorganisation (the art of the possible)

A review of the office across all roles will be undertaken following the relevant due processes including consultation, detailed job descriptions and due job evaluation processes and, as with other restructures this process will be informed by the outcome of the ER/VR process which applies to all council employees. As a result, further changes to roles and responsibilities may be developed.

Revised Provision:

The model of service delivery may change but only to serve to enhance the provision optimum business and operational benefit.

Risk and Mitigations:

Ease of delivery	Moderate
Impact of savings	Medium

Impact on front-line services of ER/VR decisions. The final decision on ER/VR requests rests with CMT (Corporate Management Team). There is no right of appeal to decisions reached in this process on early retirement and voluntary redundancy. Where requests are approved, there is no option to backfill any resultant vacancies or hours/days.

Resources and Implementation:

HR resources and arrangements are in place to support the ER/VR application process.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	None envisaged - considered as part of the decision process with final decisions on VR/ER taken by CMT.
Does the change reduce resources available to support vulnerable residents?	No	None envisaged - considered as part of the decision process with final decisions on VR/ER taken by CMT.
Does the change involve direct impact on front line services?	No	No detrimental impacts envisaged – this element will be considered as part of the consultation and decision making process with final decisions on VR/ER taken by CMT
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	Yes	HR managing VR/ER process.
Does the change involve a redesign of the roles of staff?	Yes	The smaller number of Directors will change current role and job design at senior levels.

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

Additional Information and Comments:
Full EA assessments will be undertaken at each stage of the process.

Workforce and Organisational Development

Early Retirement and Voluntary Redundancy Scheme & Application Form 2023/24

File Name:	Voluntary Redundancy Scheme
File Owner:	Workforce and Organisational Development
Implementation:	November 2023
Latest review:	November 2023
Next review:	November 2025

Contents

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Early Retirement and Voluntary Redundancy Scheme 2023

1. Voluntary redundancy, with early retirement for those aged 55 and over, who are members of the Local Government Pension Scheme

1.1. If you are a member of the Local Government Pension Scheme and aged 55 or over, you can apply to be considered for voluntary redundancy with early retirement and your early retirement date, immediately access your pension benefits. The benefits are based on the pension built up to the date of leaving. If you have more than two years' continuous Local Government service, you will also receive the voluntary redundancy payment and discretionary severance payment mentioned above.

2. Voluntary redundancy for those under the age 55 or not a member of the Local Government Pension Scheme, with two years or more of continuous service

2.1. If you are under the age of 55 or not a member of the Local Government Pension Scheme, you can apply to be considered for voluntary redundancy with a redundancy payment.

2.2. Where the redundancy payment is less than £30,000, you will also receive a discretionary severance payment of up to 40 percent of the enhanced redundancy payment. This is subject to a total cap of £30,000 for combined enhanced redundancy and severance. If the enhanced redundancy payment is above £30,000, there will be no additional severance paid.

3. Terms of the Scheme

3.1. The terms of the scheme on offer are:

- applications must be received by Friday 5 January 2024 (the application form is below in Appendix 1);
- the final decision rests with Corporate Management team (CMT) and there is no right of appeal;
- staff will be required to take all of their outstanding pro rata annual leave before the exit date and provide an effective handover of all work;
- there is no facility for a payment for annual or pay in lieu of notice;
- staff volunteering to leave will mutually agree to a last day of employment no later than 31 May 2024;
- staff leaving on the grounds of redundancy will not be eligible to return to work for the council in any capacity for a period of two years.

4. Further information

- 4.1. Redundancy payments: You can check the payments you are entitled using the [Redundancy Calculator](#)
- 4.2. Early retirement pension benefits: If you are aged 55 and over and a member of the Local Government Pension Scheme, you can check your early retirement pension benefits on the [Tower Hamlets Pension Fund website](#). (please note, if you have not already registered with this service, you can set this up by clicking on the 'Member self-service' link, which is located at the top right hand corner of the homepage. Once you have logged in, go to the 'Benefits Projector' option and select 'Redundancy Retirement'. For indicative early retirement pension figures it is recommended that you include a retirement date of 31 May 2024 as this is the last date staff can leave under this opportunity).

Application Form

The closing date for all applications is 4pm Friday 5th January 2024.

Part A – To be completed by all applicants.

Name		Date of Birth	
Employee number		Directorate	
Service		Team	
Job Title		Employee Grade	

Optional: <i>in the following box, please add any information that would assist in considering your application for voluntary redundancy.</i>

Your eligibility to receive a redundancy and severance payment, or the amount payable, may be affected if you have previously received a redundancy payment from a local authority or an associated employer.

Have you received a redundancy or severance payment before from a previous employer? Ü Tick box

Yes

No

Name of Employer	
Date of payment	

Signature Date

Please email this form to your Head of Service who will contact you directly to discuss your application and complete Part B.

Part B – to be completed by Head of Service

Once you have discussed this application with your staff member, and their line manager please fully complete the section below and provide the reasons for your recommendation.

<p>Statement from Line Manager</p> <p>Recommended for consideration for VR: <input type="checkbox"/>Yes / <input type="checkbox"/>No</p> <p><i>Please provide reasons for your decision based on the following considerations: If Yes, please state how will you manage without this post and what impact will it have on service delivery. What support have you put in place for the wider team to cope with the loss of this role? If No, please mention the business reasons for turning down the application - Mention impact on Service Delivery, Wider Team and the Organisation</i></p>
<p>Decision by Head of Service</p> <p>Employee Gross Salary : Recommended for consideration for VR: <input type="checkbox"/>Yes / <input type="checkbox"/>No</p> <p><i>Please provide the reason for your decision.</i></p>
<p>Date:</p>
<p>Signature:</p>

Once completed this should be submitted by the Head of Service to: Hr.Corporate@towerhamlets.gov.uk copying in the staff member. Last date for submission is **19 January 2024**.

All forms from each Directorate will be collated by HR and presented to DLT for a decision on each application.

Following decisions at all of the DLTs, all forms will be submitted to CMT, and the final decisions from CMT will be communicated to the employee by their Head of Service.

Appendix B - Version Control

Appendix B - Version Control	
File Name:	Early Retirement and Voluntary Redundancy Scheme
File Owner:	Workforce and Organisational Development
Implementation:	November 2023
Latest review:	November 2023
Next review:	November 2025
V-1.0 – Nov 2023	Implementation of the Scheme approval

SAVINGS PROPOSAL

Proposal Title:	Service Restructure - Mayor's Office		
Reference:	SAV / COP 003B / 24-25	Savings Category:	Service restructure
Directorate:	Chief Executive Department	Savings Service Area:	Central services
Directorate Service:	Mayor's Office	Strategic Priority Outcome:	8. A council that listens and works for everyone
Lead Officer and Post:	Denise Radley, Deputy Chief Executive	Lead Member and Portfolio:	Mayor Lutfur Rahman, Executive Mayor

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000) Staffing	2,195	327	-	-	327

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	38	12.7	-	-	12.7

Proposal Summary:

A review of the office across all roles will be undertaken following the relevant due processes including consultation, detailed job descriptions and due job evaluation processes and, as with other restructures this process will be informed by the outcome of the ER/VR process which applies to all council employees. As a result, further changes to roles and responsibilities may be developed.

In the meantime (Phase1) a reduction in the number of staff in the Mayor's Office is proposed to take effect from the new financial year. All case workers currently dealing wholly with housing, resident vulnerability and service access related issues will transfer to the council's customer services team, an area in demonstrable need of additional resource given the current housing challenge in the borough alongside new burdens such as enhanced standards of complaint handling and investigation into high-risk housing matters. The allocation of costs for the additional resources will be determined wholly by the nature of the workload.

A review of work undertaken of the first point of contact in the Mayor's Office through the executive support function indicates that this area is currently over-resourced. It is proposed that the executive support arrangements going forward will comprise a Senior Executive Support Officer with revised JD broadening the project support role that will have line management for 2.7 Executive Support Officer posts.

Changes to roles are also proposed with the posts funded from the Mayor's Office shown in the structure chart (appendix 2b), reducing the posts from 38 including agency to 25.3. This would produce a saving of £327k.

Revised Provision:

The proposed structure is set out at Appendix 2B.

Risk and Mitigations:	
Ease of delivery	Moderate
Impact of savings	Low
HR support and process will be followed.	

Resources and Implementation:

HR resources and arrangements are in place to support the process.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

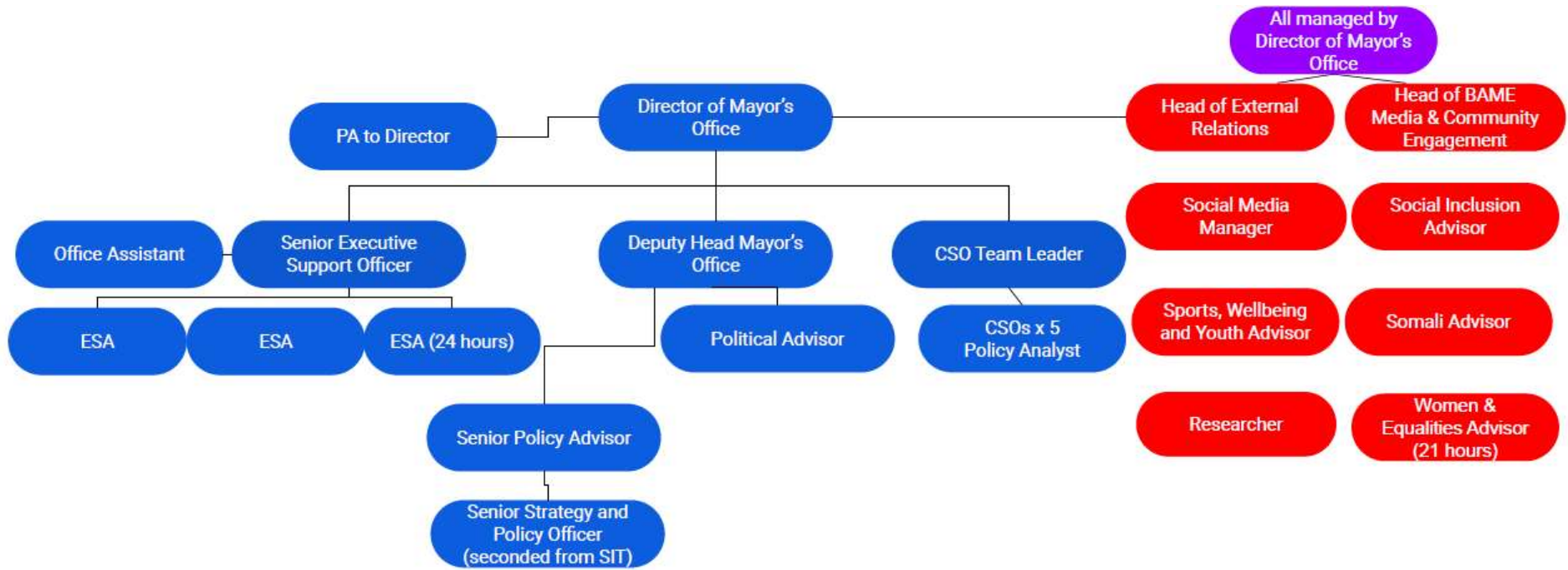
Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address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

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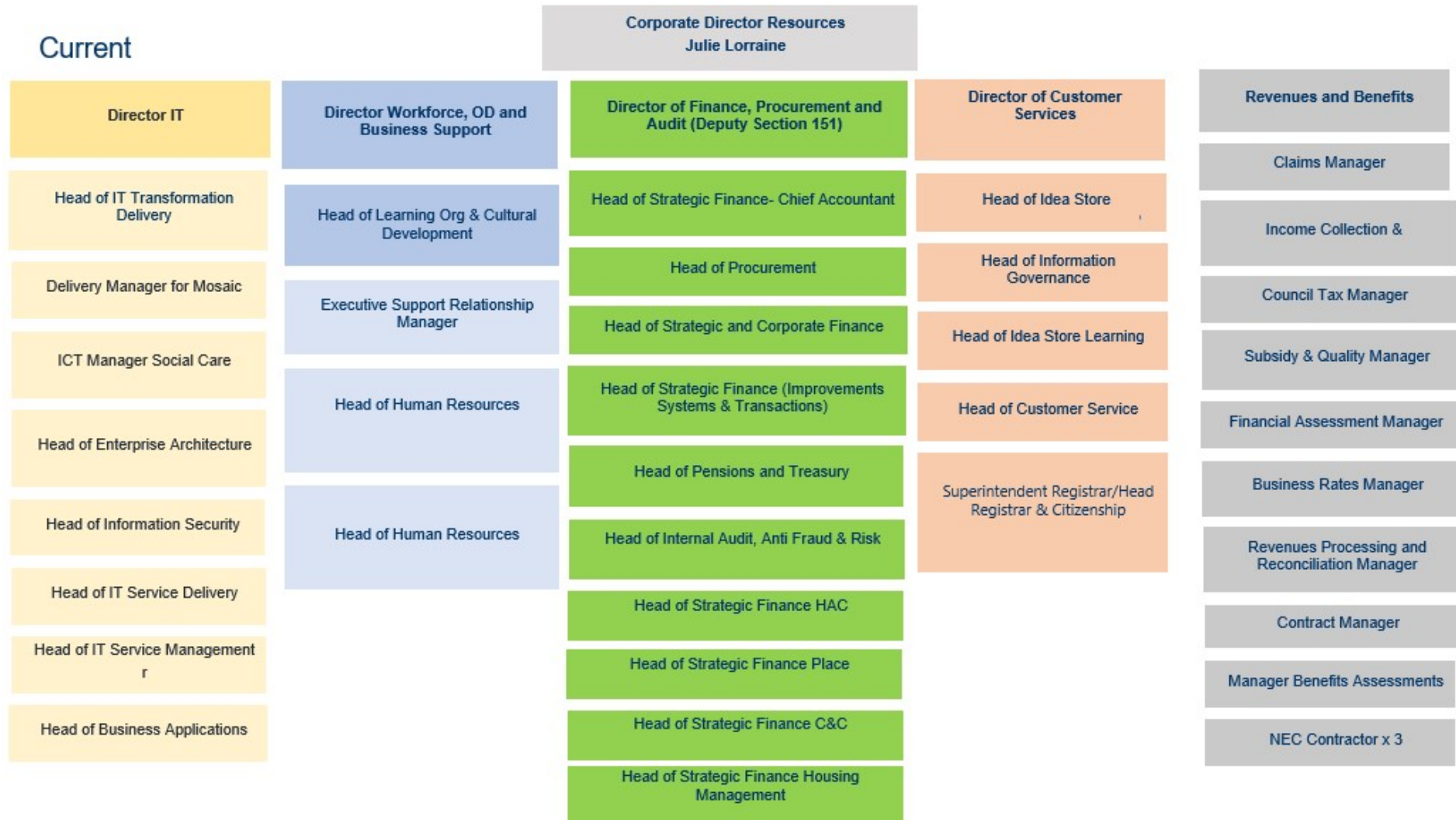
Summary:	
To be completed at the end of completing the Screening Tool.	
Based on the Screening Tool, will a full EA be required?	No

Additional Information and Comments:

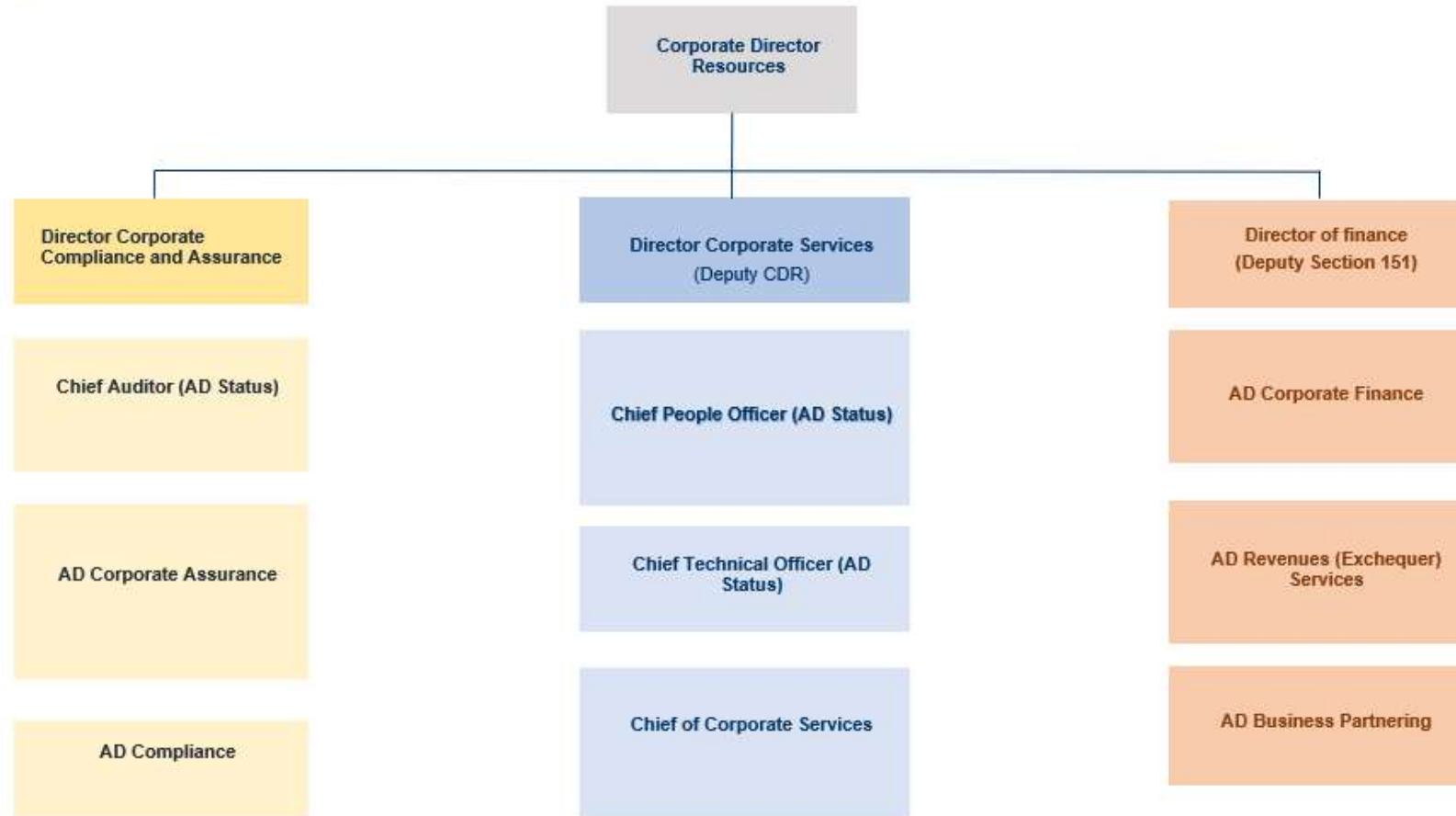
Appendix 2B



Appendix 3



Proposed



SAVINGS PROPOSAL

Proposal Title:	Capital Financing and Investment Income		
Reference:	SAV / COP 004 / 24-25	Savings Category:	Income generation
Directorate:	Corporate	Savings Service Area:	Central services
Directorate Service:	Corporate	Strategic Priority Outcome:	8. A council that listens and works for everyone
Lead Officer and Post:	Julie Lorraine, Corporate Director of Resources	Lead Member and Portfolio:	Cllr Saied Ahmed, Cabinet Member for Resources and the Cost of Living

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	11,300	3,000	(500)	(750)	1,750

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

Higher interest rates are currently generating higher returns. However, cash balances and interest rates are forecast to reduce over the forecast period.

The annual Treasury Management Strategy Statement sets out the Council's strategy for the management of the Council's treasury investments and debt portfolio. The principle underpinning the investment strategy is that the Council will look to achieve optimum return on its investments commensurate with proper levels of security and liquidity, i.e. the Council, in common with most authorities has a low risk appetite when investing residents and tenants cash balances. The majority of the Authority's surplus cash is invested in short-term unsecured bank deposits, money market funds and local authority deposits.

The Council receives interest on its surplus cash investments. The Bank of England has increased interest rates over the last two years in order to slow down inflation. The BoE held base interest rates at 5.25% in November 2023, and stated rates "will have to remain where they are now for an extended time". The Councils treasury management advisors have forecast that rates will fall to 4.25% in March 2025 and to 3.25% in March 2026.

Whilst interest rates remain elevated, the cash available for investment is forecast to fall as a consequence of capital spending, the timing of borrowing decisions and the use of reserves.

Revised Provision:

Interest income is forecast to exceed budget by £3m in 2024-25, £2.5m in 2025-26 and £1.75m in 2026-27.

Risk and Mitigations:	
Ease of delivery	Easy
Impact of savings	Low
Risks include interest rate changes, cash available for investment, borrowing decisions and interest payable to other funds/cash balances.	
Risk management arrangements are set out in Treasury Management Practices.	

Resources and Implementation:

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	Transformation funding for invest to save initiative		
Reference:	SAV / COP 005 / 24-25	Savings Category:	Transformation
Directorate:	Corporate	Savings Service Area:	Central services
Directorate Service:	Corporate	Strategic Priority Outcome:	5. Investing in public services
Lead Officer and Post:	John Harrison, Interim Director of Finance, Audit and Procurement	Lead Member and Portfolio:	Cllr Saied Ahmed, Cabinet Member for Resources and the Cost of Living

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	N/A	962	(449)	146	659

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	-	-	-	-	-

Proposal Summary:

In the Spending Review 2015, the Chancellor of the Exchequer announced the Government would allow local authorities to spend up to 100% of their capital receipts on the revenue costs of transformation projects, to support local authorities to deliver more efficient and sustainable services. This ability has continued, and the Council will use the powers under the Government’s Statutory Guidance on the flexible use of capital receipts, to fund qualifying transformation expenditure.

Under this strategy it is proposed that eligible expenditure on growth item GRO / HAS 001 / 24-25 (Care Technology Transformation) is funded from capital receipts and will deliver the benefits outlined in saving SAV / HAS 009 / 24-25 (Care Technology Transformation).

The council will have due regard to the requirements to the Prudential Code and the impact on the prudential indicators. The capital receipts proposed to be used as part of this strategy are not built into the Council's current capital programme and therefore have not been factored into the Council's Capital Financing Requirement (CFR) so the utilisation of these receipts for capital receipts flexibility will have no impact on the Council's prudential indicators.

Revised Provision:

The proposal is a change of funding source from revenue to capital receipts.

Risk and Mitigations:	
Ease of delivery	Easy
Impact of savings	Low
As expenditure is incurred it will be necessary to check that it is eligible to be funded under the guidance.	

Resources and Implementation:

The proposal is a change of funding source from revenue to capital receipts.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	Corporate Landlord - optimising occupancy		
Reference:	SAV / COP 006 / 24-25	Savings Category:	Transformation
Directorate:	Corporate	Savings Service Area:	Central services
Directorate Service:	Corporate	Strategic Priority Outcome:	5. Investing in public services
Lead Officer and Post:	Paul Patterson, Interim Corporate Director, Housing and Regeneration	Lead Member and Portfolio:	Cllr Saied Ahmed, Cabinet Member for Resources and the Cost of Living

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	N/A	500	-	-	500

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	-	-	-	-	-

Proposal Summary:

Due to the level of occupancy at the Town Hall, there is potential to restack the building to vacate one of the smaller floor plates for commercial rent.

The current rental charges are set at £45psft rent and £13psft service charge. This could equate to potential income of c£500k of additional income.

Revised Provision:

We would need to look at how we restack the building to accommodate this change and potential renters would need to be sourced.

Risk and Mitigations:	
Ease of delivery	Moderate
Impact of savings	Low
Staff use of office space and configurations would be looked at as well as sourcing an interested party to rent the space.	

Resources and Implementation:

Rental negotiations and a review of working space would need to be undertaken.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	Cross Council Third Party Spend Review		
Reference:	SAV / COP 007 / 24-25	Savings Category:	Contracts
Directorate:	Corporate	Savings Service Area:	Central services
Directorate Service:	Cross-directorate	Strategic Priority Outcome:	8. A council that listens and works for everyone
Lead Officer and Post:	Julie Lorraine, Corporate Director of Resources	Lead Member and Portfolio:	Cllr Saied Ahmed, Cabinet Member for Resources and the Cost of Living

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	N/A	465	465	465	1,395

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

A range of efficiency savings is proposed to be delivered from an in-depth analysis on third party spend undertaken across the Council.

The Council currently spends in excess of £46.5m annually with third party suppliers. Whilst the Council has many contracts and suppliers the majority of spend is with a relatively small number of suppliers. It is intended to focus the review on these contracts to deliver a 1% per annum saving. The saving will be delivered through an in-depth review of third party spend exploiting opportunities, for example, renegotiating contract terms as contracts are reviewed to reflect changing business or service user needs, better technology, market developments and legislative changes; through alternative ways of commissioning and delivering services; through effective contract management arrangements; continuous improvement throughout the life of contracts.

Risk and Mitigations:	
Ease of delivery	Difficult
Impact of savings	Low
<p>Third party savings brings risks and opportunities. Risks are mitigated by adequately resourced procurement and commissioning teams, directorate buy-in and appropriate supplier engagement.</p>	

Resources and Implementation:
<p>Resources to review spend and implement changes.</p>

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

SAVINGS PROPOSAL

Proposal Title:	Fees and Charges		
Reference:	SAV / COP 008 / 24-25	Savings Category:	Income generation
Directorate:	Corporate	Savings Service Area:	Central services
Directorate Service:	Cross-Directorate	Strategic Priority Outcome:	8. A council that listens and works for everyone
Lead Officer and Post:	John Harrison, Interim Director of Finance, Audit and Procurement	Lead Member and Portfolio:	Cllr Saied Ahmed, Cabinet Member for Resources and the Cost of Living

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	N/A	500	220	110	830

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	-	-	-	-	-

Proposal Summary:

This proposal reflects the additional income generated from the policy decision to increase fees annually by Retail Price Inflation (RPI) indexation.

The Fees and Charges Report to be considered by Cabinet (January 2024) reflects this change.

Risk and Mitigations:	
Ease of delivery	Easy
Impact of savings	Medium

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	None envisaged – concessions etc considered as part of fee and charges increases (Cabinet Report January 2024)
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

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

Additional Information and Comments:

1. Background and Context

- 1.1. Sections 32 and 43 of the Local Government Finance Act 1992 require local authorities to consider the level of reserves when setting a budget requirement. Section 25 of the Local Government Act 2003 requires the Chief Financial Officer (Section 151 Officer) to report formally on the adequacy of proposed reserves when setting a budget requirement. The accounting treatment for reserves is set out in the Code of Practice on Local Authority Accounting.
- 1.2. CIPFA has issued Local Authority Accounting Panel (LAAP) Bulletin No.55, Guidance Note on Local Authority Reserves and Balances and LAAP Bulletin 99 (Local Authority Reserves and Provisions). Compliance with the guidance is recommended in CIPFA's Statement on the Role of the Chief Financial Officer in Local Government.
- 1.3. This policy sets out the Council's approach for compliance with the statutory regime and relevant non-statutory guidance.
- 1.4. Reserves are an important part of the Council's financial strategy and are held to create long-term budgetary stability. They enable the Council to manage change without undue impact on the Council Tax and are a key element of its strong financial standing and resilience. The Council's key sources of funding face an uncertain future and the Council therefore holds earmarked reserves and a working balance in order to mitigate future financial risks.
- 1.5. Earmarked reserves are reviewed annually as part of the budget process, to determine whether the original purpose for the creation of the reserve still exists and whether or not the reserves should be released in full or in part. Particular attention is paid in the annual review to those reserves whose balances have not moved over a three year period.

2. Overview

- 2.1. The Council's overall approach to reserves will be defined by the system of internal control. The system of internal control is set out, and its effectiveness reviewed, in the Annual Governance Statement. Key elements of the internal control environment are objective setting and monitoring, policy and decision-making, compliance with statute and procedure rules, risk management, achieving value for money, financial management and performance management.
- 2.2. The Council will maintain:
 - a general fund general reserve;
 - a housing revenue account (HRA) general reserve; and
 - a number of earmarked reserves.
- 2.3. Additionally the Council is required to maintain **unusable** reserves to comply with accounting requirements although, as the term suggests, these reserves are not available to fund expenditure.
- 2.4. The level of the general reserve is a matter for the Council to determine having had regard to the advice of the S151 Officer. The level of the reserve will be a matter of judgement which will take account of the specific risks identified through the various corporate processes. It will also take account of the extent to which specific risks are supported through earmarked reserves. The level will be expressed as a cash sum over the period of the general fund medium-term financial strategy. The level will also be expressed as a percentage of the general funding requirement (to provide an indication of financial context).
- 2.5. In principle, only the income derived from the investment of reserve funds should be available to support recurring spending.

3. Strategic context

- 3.1. The Council is facing a significant withdrawal of grant funding and the transfer of funding risk from Government with demand for at least some services forecast to grow. The Council has to annually review its priorities in response to these issues.
- 3.2. Reserves play an important part in the Council's medium term financial strategy and are held to create long-term budgetary stability. They enable the Council to manage change without undue impact on the Council Tax and are a key element of its strong financial standing and resilience.

- 3.3. The Council holds reserves in order to mitigate future risks, such as increased demand and costs; to help absorb the costs of future liabilities; and to enable the Council to resource policy developments and initiatives without a disruptive impact on Council Tax.
- 3.4. Capital reserves play a crucial role in funding the Council's Capital Strategy. The Capital Expenditure Reserve is used to create capacity to meet future capital investment.
- 3.5. The Council relies on interest earned through holding reserves to support its general spending plans.
- 3.6. Reserves are one-off money. The Council aims to avoid using reserves to meet ongoing financial commitments other than as part of a sustainable budget plan. The Council has to balance the opportunity cost of holding reserves in terms of Council Tax against the importance of interest earning and long term future planning.

4. Purposes

- 4.1. Reserves are therefore held for the following purposes, some of which may overlap:
 - Providing a working balance i.e. Housing Revenue Account and General Fund general reserves.
 - Smoothing the impact of uneven expenditure profiles between years e.g. local elections, structural building maintenance and carrying forward expenditure between years.
 - Holding funds for future spending plans e.g. Capital Expenditure Reserve, and for the renewal of operational assets e.g. repairs and renewal, and Information Technology renewal.
 - Meeting future costs and liabilities where an accounting 'provision' cannot be justified.
 - Meeting future costs and liabilities so as to cushion the effect on services e.g. The Insurance Reserve for self-funded liabilities arising from insurance claims.
 - To provide resilience against future risks.
 - To create policy capacity in a context of forecast declining future external resources e.g. Tackling Poverty Reserve.
- 4.2. All earmarked reserves are held for a specific purpose. This, together with a summary on the movement on each reserve, is published annually, to accompany the annual Statement of Accounts.
- 4.3. The use of some reserves is limited by regulation e.g. the Collection Fund balance must be set against Council Tax levels, reserves established through the Housing Revenue Account can only be applied within that account and the Parking Reserve can only be used to fund specific spending. Schools reserves are also ring-fenced for their use, although there are certain regulatory exceptions.

5. Management

- 5.1. All reserves are reviewed as part of the budget preparation, financial management and closing processes. The Council will consider a report from the S151 Officer on the adequacy of the reserves in the annual budget-setting process. The report will contain estimates of reserves where necessary. The Audit Committee will consider actual reserves when approving the statement of accounts each year.
 - 5.2. The following matters apply to individual reserves:
 - The General Fund working balance will not fall below £20 million without the approval of The Council.
 - The Capital Expenditure Reserve is applied to meet future investment plans and is available either to fund investment directly or to support other financing costs. The reserve can also be used for preliminary costs of capital schemes e.g. feasibility.
 - The Parking Reserve will be applied to purposes for which there are specific statutory powers. This is broadly defined as transport and environmental improvements (the latter as defined in the Traffic Management Act 2004).
 - The Schools Reserve, the Insurance Reserve, and the Barkantine (PFI Reserve) are clearly defined and require no further authority for the financing of relevant expenditure.
 - 5.3. The Council will review the Reserves Policy on an annual basis.
-

Reserves Summary	Forecast balance 31 March 2023 (note 1)	Forecast contribution to / (from) Reserve	Forecast balance 31 March 2024	Forecast balance 31 March 2025	Forecast balance 31 March 2026	Forecast balance 31 March 2027
	£m	£m	£m	£m	£m	£m
General Fund Reserve	20.9	(0.9)	20.0	20.0	20.0	20.0
Earmarked Reserves with Restrictions						
Insurance	7.9	(0.3)	7.6	7.4	7.2	7.0
Parking Control	8.8	(0.3)	8.5	3.7	1.8	0.0
Collection Fund Smoothing (note 2)	45.9	(11.3)	34.6	33.2	33.2	33.2
Free School Meals Reserve	1.8	(1.8)	-	-	-	-
Public Health Reserve	7.2	(0.9)	6.3	4.8	3.3	1.8
Revenue Grants Unused	12.1	(2.8)	9.3	7.2	7.1	7.0
Covid-19 Grant	4.1	(1.2)	2.9	2.9	2.9	2.9
Local Elections	0.6	-	0.6	0.8	0.0	0.2
CIL (note 3)	3.7	(1.0)	2.7	2.7	2.7	2.7
Ringfenced Developers' Contributions	6.1	-	-	-	-	-
BAME Inequalities Commission	0.8	(0.4)	0.4	-	-	-
Covid Recovery Fund	1.8	-	1.8	1.8	1.8	1.8
HA&C Joint Funding Agreements	7.3	(3.3)	4.0	2.0	(0.0)	(0.0)
Earmarked Reserves with Restrictions Sub-Total	108.1	(23.2)	78.8	66.6	60.1	56.7
Earmarked Reserves without Restrictions						
Mayor's Priority Investment Reserve	47.9	(26.7)	21.2	5.6	0.8	0.8
Risk Reserve	15.9	-	15.9	18.2	18.2	18.2
Mayors Accelerated Delivery Reserve	-	-	-	6.8	17.1	19.1
ICT Reserve	9.3	(2.0)	7.3	7.3	7.3	7.3
Transformation Reserve	3.1	(1.0)	2.1	2.0	2.0	2.0
Mayor's Tackling Poverty Reserve	1.6	(0.7)	0.9	0.9	0.9	0.9
Services Reserve	14.5	(2.8)	11.7	11.1	10.6	10.3
Social Care Pressures Reserve	-	3.1	3.1	3.1	3.1	3.1
Earmarked Reserves without Restrictions Sub-Total	92.3	(30.1)	62.2	55.1	60.0	61.7
Total Earmarked Reserves	200.4	(53.3)	141.0	121.6	120.0	118.5
Other Reserves (HRA, DSG and Capital)						
Housing Revenue Account (HRA)	44.9	(34.7)	10.2	13.9	19.4	25.1
Dedicated Schools Grant (DSG)	(13.1)	-	(13.1)	(12.1)	(11.1)	(10.1)
Capital Grants Unapplied (note 4)	190.4	23.0	213.4	141.0	121.1	109.7
Capital Receipts Reserve	156.1	8.6	164.7	148.6	110.5	103.9
Major Repairs Reserve (MRR)	8.0	(7.4)	0.6	-	-	-
Total Other Reserves	386.3	(10.5)	375.8	291.4	239.9	228.6
Total Reserves (General Fund, Earmarked and Other Reserves)	607.6	(64.7)	536.8	433.0	379.9	367.1

Note 1: The reserves position is subject to the closure and audit of the Council's accounts for the period 2020 – 2024.

Note 2: The Collection Fund Smoothing Reserve is restricted in its use as it is solely intended to deal with surpluses and deficits that arise on an annual basis in the collection fund.

Note 3: The Community Infrastructure Levy (CIL) reserve balance only includes revenue related CIL monies held within earmarked reserve and not capital CIL monies.

Note 4: Future Forecast receipts for capital CIL and S106 monies held have not been included within Capital Grants Unapplied as they are not yet due

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Housing Revenue Account Budget Summary
Medium Term Financial Strategy 2023-24 to 2027-28

Appendix 7A

	2023-24	2024-25	2025-26	2026-27	2027-28
	Revised Budget £'000	Draft Budget £'000	Draft Budget £'000	Draft Budget £'000	Draft Budget £'000
INCOME					
Dwelling rents	(76,410)	(83,937)	(89,470)	(95,393)	(99,596)
Non-dwelling rents	(4,631)	(4,499)	(4,589)	(4,680)	(4,774)
Heating and other tenant charges	(11,523)	(10,325)	(10,532)	(10,742)	(10,957)
Leaseholder charges for services and facilities	(21,286)	(24,349)	(24,836)	(25,332)	(25,839)
Contributions towards expenditure	(123)	(127)	(129)	(132)	(134)
GROSS INCOME	(113,973)	(123,236)	(129,555)	(136,280)	(141,300)
EXPENDITURE					
Repairs & Maintenance	19,396	24,111	24,594	25,086	25,571
Tower Hamlets Homes management fee	35,530	0	0	0	0
Supervision & Management	9,682	35,095	34,251	34,888	35,538
Special Services	16,614	17,548	17,783	18,023	18,266
Rents rates & taxes	5,752	8,238	8,399	8,563	8,728
Increased/(Decrease) provision for bad debts	617	676	720	768	802
Depreciation - HRA dwellings	16,564	17,174	17,507	17,857	18,214
Depreciation - Non Dwellings	1,126	1,168	1,190	1,214	1,238
Debt Management Costs	440	440	440	440	440
GROSS EXPENDITURE	105,721	104,451	104,884	106,838	108,798
NET COST OF HRA SERVICES	(8,252)	(18,786)	(24,671)	(29,442)	(32,502)
Interest on Debt (Item 8 debit)	4,703	4,975	10,468	16,578	18,224
Interest on Investments (Item 8 credit)	(508)	(207)	(115)	(105)	(107)
NET (INC) / EXP BEFORE APPROPRIATIONS	(4,057)	(14,018)	(14,318)	(12,969)	(14,386)
Set Aside for Debt Repayment (VRP)	2,945	0	0	0	0
Revenue Contribution to Capital (RCCO)	35,871	10,262	8,773	7,220	8,369
NET HRA (SURPLUS) / DEFICIT	34,759	(3,756)	(5,545)	(5,749)	(6,016)
General Balances					
Opening balance	(44,900)	(10,141)	(13,897)	(19,442)	(25,191)
(Surplus)/ Deficit on HRA	34,759	(3,756)	(5,545)	(5,749)	(6,016)
CLOSING BALANCE	(10,141)	(13,897)	(19,442)	(25,191)	(31,207)
Other Reserve Brought Forward	1,600	2,400	1,200	-	-
Appropriation from HRA	-	-	-	-	-
Release of Reserve	(1,600)	(1,200)	(1,200)	-	-
Other Reserve Brought Forward	-	1,200	-	-	-

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New Housing Revenue Account (HRA) Growth

Appendix 7B

Title	Reference	Growth Type	Directorate	Service	2024-25 £'000	2025-26 £'000	2026-27 £'000	Total Ongoing £'000
Housing Portfolio Investment for Building Safety Resources (Risk Team)	GRO / HRA 001 / 24-25	Mayoral Priority	Housing Revenue Account (HRA)	Housing Asset Management	363	(181)	(88)	94
Resourcing Complaints Handling – Landlord Services	GRO / HRA 002 / 24-25	Unavoidable Growth	Housing Revenue Account (HRA)	Neighbourhood Services	98	-	-	98
Temporary Accommodation Budget	GRO / HRA 003 / 24-25	Unavoidable Growth	Housing Revenue Account (HRA)	Neighbourhood Services	280	-	-	280
Housing Efficiencies & Improvement Project IT and Systems	GRO / HRA 004 / 24-25	Budget Pressure	Housing Revenue Account (HRA)	Neighbourhoods (Business Transformation)	90	(90)	-	-
TOTAL NEW HRA GROWTH					831	(271)	(88)	472

New Housing Revenue Account (HRA) Savings

Title	Reference	Savings Type	Directorate	Service Area	2024-25 £'000	2025-26 £'000	2026-27 £'000	Total Ongoing £'000
Deletion of THH executive management posts	SAV / HRA 001 / 24-25	Transformation	Housing Revenue Account (HRA)	Housing Revenue Account (HRA)	(548)	-	-	(548)
THH Contingency budget	SAV / HRA 002 / 24-25	Transformation	Housing Revenue Account (HRA)	Finance, Procurement and Audit	(485)	-	-	(485)
Finance Savings relating to THH company administration costs	SAV / HRA 003 / 24-25	Transformation	Housing Revenue Account (HRA)	Finance, Procurement and Audit	(85)	(115)	-	(200)
Corporate Health and Safety Management posts	SAV / HRA 004 / 24-25	Transformation	Housing Revenue Account (HRA)	Public Realm	(61)	-	-	(61)
Graduate Trainees and Apprenticeships	SAV / HRA 005 / 24-25	Transformation	Housing Revenue Account (HRA)	Workforce, OD and Business Support	(291)	-	-	(291)
HR IT Systems Duplication	SAV / HRA 006 / 24-25	Transformation	Housing Revenue Account (HRA)	Workforce, OD and Business Support	(119)	-	-	(119)
TOTAL NEW HRA SAVINGS					(1,589)	(115)	-	(1,704)

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GROWTH PROPOSAL

Proposal Title:	Housing Portfolio Investment for Building Safety Resources (Risk Team)		
Reference:	GRO / HRA 001 / 24-25	Growth Type:	Mayoral Priority
Directorate:	Housing and Regeneration Housing Revenue Account (HRA)	Growth Service Area:	Housing Revenue Account
Directorate Service:	Housing Asset Management	Strategic Priority:	2. Providing homes for the future
Lead Officer and Post:	Michael Killeen, Director of Asset Management Darren Cruice, Head of Asset Management and Compliance	Lead Member and Portfolio:	Cllr Kabir Ahmed, Cabinet Member for Regeneration, Inclusive Development and Housebuilding

Financial Impact:	Current Budget 2023-24	Growth 2024-25	Growth 2025-26	Growth 2026-27	Total Growth
Budget (£000)	0	363	(181)	(88)	94

Staffing Impact (if applicable):	Current 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	FTE Increase 2026-27	Total FTE Increase
Employees (FTE) or state N/A	17	5	-	-	5

Proposal Summary:

The Council proposes to set aside 2.4M in a ringfenced reserve to provide additional funding to support the work of the existing “**Risk Team**”, apportioned pro-rata across three years.

The team provides the professional lead working with other teams for building risks including fire safety, asbestos, gas, electrics, water hygiene and lifts. It surveys and maintains our asset data which sits at the centre of our work on damp & mould, develops our capital programme, compliance with decent homes and statutory risks. It also leads on the data supporting economic assessment of our housing stock.

It ensures that we comply with statutory requirements and meet expectations of both the Housing Regulator and Building Safety Regulator

In addition to the above, the team continues to lead on the preparations for the implementation of the Building Safety Act following the Grenfell Tower tragedy. This includes the preparation and maintenance of ‘building safety cases’ which is an extremely complex workstream. Like many Landlords we continue to improve our understanding of requirements and improve our approach in what is a very challenging and fast-moving environment.

This bid covers several elements:

- A programme of specialist structural and fire surveys to our 77 buildings over 18m which will ensure we understand and identify all the relevant risks to our residents. This will build on the work we have done in the last 18 months and will take a further 3 years to complete. These surveys provide the evidence trail for the preparation of our safety cases.
- Specialist mechanical & electrical surveys in regards to our communal heating systems and the electrical infrastructure across our 930 blocks of flats. This will compliment our existing stock condition data and allow us to improve our investment planning as well as our approach to net zero carbon.
- Laser scanning of our buildings to facilitate floor plan preparation and help develop the ‘golden thread’ for Building Safety
- Compliance with new regulations requiring us to inspect annually all front entrance doors across 330 blocks of flats.
- 5 new FTEs including:
 - Fire risk surveyor (trainee) to work on fire risk actions and improve inspection of all buildings (not just high rise)
 - Two additional building safety officer posts to work within the existing team and extend our programme of door inspections from buildings over 18m to all those over 11m. This is a statutory requirement.
 - A Fire Risk Coordinator who will manage the annual programme of 12,000 door inspections and repairs, manage our compliance across the Council with LOLER lift regulations (a statutory requirement). The post also manages the LFB portal and tracks repairs to essential firefighting equipment. This work is currently done by an agency temp.

- A Building Safety Coordinator to develop and maintain building safety cases (statutory obligation). This work is currently done by a consultant and the recruitment of a full-time employee will provide a small saving.
- Minor changes to the supervision of the building safety team to incorporate the increased numbers.
- There is an ongoing requirement to fund 6x software licences for the ASCE Building Safety Case application which we use to prepare building safety cases. In addition, we need to pay for licenses for the Savills SHAPE data system which supports the longer term economic strategic assessment of our housing stock
- A small sum to support consultation and engagement with residents in high rise buildings – hiring halls etc
- A dedicated team to support the work of the Building Safety Officers in Risk Team (buildings over 18m) and the Fire Safety Team (all other buildings below 18m). This will allow us to respond quickly to hazards in buildings that provide a risk to life and limb including removal of rubbish, and combustible items from fire escapes, removal of gates and grills and e bikes. Plus, minor repairs to doors, compartmentation We currently spend a considerable sum with external contractors to do this work.

The growth figures contained above are net of the £2.4m funding resulting from the change in accounting treatment for MRP. From 2027-28 there will be an ongoing requirement of £424K per year to support the programme.

Description	Asset Management and Compliance (10804)					
	Spend 2024-25	Spend 2025-26	Spend 2026-27	Total	Growth 2027-28 onwards	Comment
57 x Block Structural surveys >18m (building safety cases) @£10,500 each	294,000	304,500	0	598,500	0	One off growth for 2 years
30 x Block Means of Escape reports >18m (building safety cases) @£4,000 each	120,000	0	0	120,000	0	One off growth
30 x Block Type 4 Fire Risk Assessments >18m slippage from 2023/24 (building safety cases) @£3,900 each	117,000	0	0	117,000	0	One off growth
37 x Block Laser Scans floor plans >18m slippage from 2023/24 (building safety cases) @£5,100 each	188,700	0	0	188,700	0	One off growth
35 x Block External Wall System surveys for <18m (enhanced scrutiny of landlords by the Housing regulator) @£15,200 each	497,000	0	0	497,000	0	One off growth
Detailed review/investigations of all communal heating systems to facilitate future works (decarbonisation)	40,000	40,000	0	80,000	0	One off growth
Specialist condition surveys to Landlords electrical supply	40,000	40,000	0	80,000	0	One off growth

171 (homes) x Structural survey remediation/redecorations to 3 homes per block @£500 per home. Directly related to 57 x block structural surveys	42000	43,500	0	85,500	0	One off growth
79 x Block Building Safety costs in relation to management of tenant and leasehold homes (such as removal of gates/grilles, combustibles)	100,000	100,000	100,000	300,000	100,000	Ongoing base budget
Meeting Expenses (hire of halls/rooms to meet residents living in 18m+ blocks)	7800	7800	7800	23,400	7,800	Base budget to be increased by this amount from 2024/25
Computing - Licences - Software (ASCE -Building Safety Case application and SHAPE - viability model application	15,980	15,980	15,980	47,940	15,980	Base budget to be increased by this amount from 2024/25
M&A Salaries - Pay & Oncost	300,763	300,763	300,763	902,289	300,763	1 x Fire Risk Co-Ordinator (P04) @£60,667.25 AND 1 x Fire Risk Surveyor (P02-P04) @£60,667 AND 2 x Building Safety Officers (door inspections 11m to 18m blocks) (P01) @£100,389.88 AND 1 x Building Safety Case Co-Ordinator (P04) @£60.667 AND 1x Building Safety Officer Team Leader (P04) @£60,667.25 AND 1x Building Safety Officer DELETION (P01) @£-50,194.94
Total Spend	1,763,243	852,543	424,543	3,040,329	424,543	
Funding Identified	(1,400,000)	(670,000)	(330,000)	(2,400,000)	0	
Net Spend	363,423	182,543	94,543	640,329	424,543	
Net Growth	363,243	(180,700)	(88,000)	94,543		

Budgeted Outcomes / Accountability (focus on improved performance):

The proposals in this growth bid will enable the Council to meet its obligations under the Building Safety and Fire Safety Acts and associated Regulations.

Risks and Implications:

The proposals in this growth bid and "Risk Team" will enable the Council to meet its obligations under the Building Safety and Fire Safety Acts and associated Regulations. Any failure to comply with the Act would represent a significant reputational risk and indeed even the risk of criminal prosecution. This risk would be exacerbated in the event of an incident occurring. The risk to "life or limb" to persons is a potential outcome of not providing adequate resources for programme of building safety work within our housing stock. The reputation of LBTH and the risk of legal action is critical, however the safety of our homes and our management of the risk is paramount.

Value for Money and Efficiency:

The proposals in this growth bid are based on emerging best practice to meet the new statutory requirements in this area. The resources will establish information on held assets, there is a long term value by way of building a comprehensive safety information pack for buildings and asset register and evidencing our cyclical inspection obligations.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

GROWTH PROPOSAL

Proposal Title:	Resourcing Complaints Handling – Landlord Services		
Reference:	GRO / HRA 002 / 24-25	Growth Type:	Unavoidable Growth
Directorate:	Housing and Regeneration Housing Revenue Account (HRA)	Growth Service Area:	Housing Revenue Account
Directorate Service:	Neighbourhood Services	Strategic Priority:	2. Providing homes for the future 8. A council that listens and works for everyone
Lead Officer and Post:	Gulam Hussain, Head of Regulatory Assurance	Lead Member and Portfolio:	Cllr Kabir Ahmed, Cabinet Member for Regeneration, Inclusive Development and Housebuilding

Financial Impact:	Current Budget 2023-24	Growth 2024-25	Growth 2025-26	Growth 2026-27	Total Growth
Budget (£000)	60	98	-	-	98

Staffing Impact (if applicable):	Current 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	FTE Increase 2026-27	Total FTE Increase
Employees (FTE) or state N/A	0	3	-	-	3

Proposal Summary:

This proposal is seeking ongoing base budget growth of £98,232 to recruit three officers at Grade I to respond to social housing complaints at Stage 2. Funding for this has been identified by repositioning “professional fees” budgets that were contained within the previous THH CEO and Director of Finance cost centres.

Complaints handling within THH (now part of the Housing & Regeneration Directorate) has been managed on the principle that the landlord services respond to complaints at Stage 1 of the process and the review at Stage 2 is carried out by the Council’s Corporate Complaints Team via an SLA that costs £60,000 per annum (approx. 1 FTE). Due to the current staffing levels, volumes of complaints and the complexity, performance is low, just 20% of stage 2 complaints were responded to within 20 working days target (end Q2 2023/24), compared 90% of complaints being responded within 10 days at Stage 1. While this is in part due to the Corporate Complaints team having a recruitment gap for a senior complaints officer for approx. 9 months, it is clear even a fully staffed service of 3 FTE to have to cover all Stage 2 casework council wide as well as THH was insufficient and provides insufficient resilience for a service to come under the remit of two separate Ombudsman (Local Government and Social Care Ombudsman and Housing Ombudsman) with different criteria. Having all Stage 2 and two Ombudsman casework split across a single service of 3 FTE at max capacity has shown to be an unsustainable model.

The Housing Ombudsman serves as the governing body for complaints handling across the social housing sector. In recent years, the Ombudsman has grown significantly in size and influence in line with the changes to Social Housing Regulations driven by the tragic events at Grenfell Tower. In 2020 the Ombudsman published a revised Complaints Handling Code which imposes new standards for complaints handling across the sector. This introduces new sanctions for landlords who fail to comply and widens the remit of the Ombudsman to direct compliance through spotlight reports setting out best practice and direct intervention, as seen in the case of a number of London local authorities. The activities and findings of the Ombudsman service have also drawn the attention of the Secretary of State who has taken the step of writing to local authority Chief Executives. With the advent of the Social Housing (Regulation) Act 2023, compliance with the code is now a statutory requirement. The Ombudsman also has agreements in place with the Regulatory for Social Housing and the Building Safety Regulatory. This allows it to make referrals to the respective bodies for further regulatory intervention where there is concern around compliance with the Consumer Standards.

The Housing Ombudsman’s Code specifically requires landlords to ensure complaint handlers have the appropriate skills and have a person or team to take responsibility for complaint handling to ensure complaints receive the necessary attention. In the current operating context, it is increasingly imperative for complaint handlers who are responsible for dealing with housing related complaints to be operationally embedded, have access to relevant systems, an understanding of relevant policies and procedures, and an awareness of trends and issues specific to social housing to ensure they are able to provide effective resolutions for customers and also safeguard the reputation of the landlord.

As part of this growth and the immediate regulatory risks posed to the Council by failing to demonstrate compliance with social housing regulations, it is proposed that the responsibility for responding to Stage 2 complaints is transferred to housing management services – specifically within the Regulatory Assurance Team in Neighbourhood Services. This approach is increasingly being adopted by other local authorities who have recognised the need for specialisation around social housing and will ensure we have a consistent approach to responding to housing complaints and all stages.

This will significantly improve the response rate of Stage 2 complaints responded to in 20 working days. It will also decrease the risk of maladministration and complaint handling failure orders issued by the Housing Ombudsman, which comes with significant reputational risk (councils are being “named and shamed”) and increased scrutiny by Secretary of State and Regulator of Social Housing. The resource will also be responsible for supporting between 70-80 cases per year that would escalate to the Housing Ombudsman service. This would require collation of all relevant case history which is often a complex and time-consuming task.

Based on current volumes 3 FTE is needed. It is estimated that the posts would be graded at PO2 (Grade I) – circa £52,744 including on cost per post. In addition to independently reviewing S2 requests, the complaint handlers will be responsible for tracking the delivery of remedial actions agreed as part of the complaint’s resolution process. In addition to managing a caseload of Stage 2 escalations, post holders will be expected to work closely with services to provide advice on resolution and application of the Housing Ombudsman’s dispute resolution principles/remedy guidance, identifying trends and themes and identify best practice.

1 of the 3 proposed posts can be funded by redirecting the SLA that is currently paid to the Corporate Complaints Team for providing the Stage 2 review function. This is valued at £60k per annum. This would leave a shortfall of £98,232 which needs to be funded through growth. There is no scope to transfer resources from the Corporate Complaints Service as that would create a shortfall in an area that is already not adequately resourced. The redirection of the SLA would also create a resourcing gap within the Corporate Complaints Service which would need to be met through the General Fund. The Corporate Complaints Service agrees with the content of this Growth Bid proposal as it would allow their current Stage 2 demand (outside of housing management casework) to be more appropriately in line with their current structure and resource as has been demonstrated above.

Budgeted Outcomes / Accountability (focus on improved performance):

The housing management services currently deal with approximately 2000 complaints a year at Stage 1. Despite the volumes we ensure approximately 90% of all complaints are responded to within 10 working days in line with the Housing Ombudsman’s code, and 73% of all complaints receive a call to discuss the complaint within 2 working days of the complaint being logged.

With the additional resources sought through the growth bid, we would aim to respond to all stage 2 complaints within 20 working days and that 100% of all stage 2 complaints receive a call to discuss the complaint within 2 working days of the escalation. The resources would also be used to manage inbound communication and information requests from the Ombudsman who currently makes between 60-70 requests per year for detailed information bundles including full case histories, system information on actions taken and relevant policies and procedures.

We would also expect to see reductions in the volumes of cases escalating to the Housing Ombudsman and in doing so a reduction in any compensation awards that are paid to residents for failures within the complaints handling process.

Risks and Implications:

A failure to adequately resource this function is likely to result in an increase in maladministration findings and complaint handling failure orders issued by the Housing Ombudsman. With each maladministration finding from the Housing Ombudsman, also comes financial penalties which often average in thousands of pounds per individual case investigation. This means the financial cost of having inadequate and dedicated resource would likely accumulate rapidly. This in turn is also expected to invite further scrutiny of landlord services from the Secretary of State and the Regulator for Social Housing and encourage early intervention from the Regulator. There is significant risk to reputation.

Value for Money and Efficiency:

This is a necessary growth that is required to demonstrate compliance with regulations in the social housing sector.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	Yes	The proposed change improves access for residents who may need to utilise the complaints process. The change makes provision for complaints to be dealt with in line with statutory and regulatory guidelines and ensure residents receive a fair and equitable service.
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	
Summary:		
To be completed at the end of completing the Screening Tool.		
Based on the Screening Tool, will a full EA be required?	No	
Additional Information and Comments:		

GROWTH PROPOSAL

Proposal Title:	Temporary Accommodation Budget		
Reference:	GRO / HRA 003 / 24-25	Growth Type:	Unavoidable Growth
Directorate:	Housing and Regeneration Housing Revenue Account (HRA)	Growth Service Area:	Housing Revenue Account
Directorate Service:	Neighbourhoods	Strategic Priority:	2. Providing homes for the future
Lead Officer and Post:	Gulam Hussain, Head of Neighbourhoods	Lead Member and Portfolio:	Cllr Kabir Ahmed, Cabinet Member for Regeneration, Inclusive Development and Housebuilding

Financial Impact:	Current Budget 2023-24	Growth 2024-25	Growth 2025-26	Growth 2026-27	Total Growth
Budget (£000)	22	280	-	-	280

Staffing Impact (if applicable):	Current 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	FTE Increase 2026-27	Total FTE Increase
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

This is an essential growth bid. Neighbourhoods is increasingly required to temporarily decant residents in response to an increase in the number of disrepair, complex repair and damp and mould cases which cannot be completed with residents in situ. The problem is exacerbated by the levels of overcrowding in the borough. The spend incurred to date reflects our response to new regulatory expectations that have been set by the Housing Ombudsman as well as a political expectation as to how LBTH responds to requests for emergency rehousing. The increase in costs also reflects the impact of inflationary pressures which have significantly driven up costs of accommodation.

The outturn for 22/23 was £187,922 against a budget allocation of £21,974. For 23/24, we have already spent circa £317,000 and expect additional spend before the end of the financial year.

Budgeted Outcomes / Accountability (focus on improved performance):

Neighbourhoods will be closely monitoring how we fulfil our repairs obligations and ensure these are completed as quickly as possible to minimise the period for which a resident must be decanted to temporary accommodation. We have mechanisms in place to do this and will continue to ensure this area is being monitored.

Risks and Implications:

Neighbourhoods will continue to need funding to fulfil its obligations to temporarily rehouse tenants. As evidenced by the spend incurred to date, these costs will need to be found and there is no clear mitigation for the issue. Alternative options would be to retain a large portfolio of furnished voids for use as respite units, but this will have an impact on the HRA and rent loss and also reduce the supply of available homes to be relet to families on the social housing register.

Value for Money and Efficiency:

Decisions on rehousing are always made where this is deemed necessary. Neighbourhoods always explores options for alternative accommodation arrangements, including encouraging residents to stay with friends and family where this is an option or completing works with residents in situ before considering a temporary decant.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

GROWTH PROPOSAL

Proposal Title:	Housing Efficiencies & Improvement Project IT and Systems		
Reference:	GRO / HRA 004 / 24-25	Growth Type:	Budget Pressure
Directorate:	Housing and Regeneration Housing Revenue Account (HRA)	Growth Service Area:	Housing Revenue Account
Directorate Service:	Neighbourhoods (Business Transformation)	Strategic Priority:	2. Providing homes for the future
Lead Officer and Post:	Chris Smith, Head of Resources	Lead Member and Portfolio:	Cllr Kabir Ahmed, Cabinet Member for Regeneration, Inclusive Development and Housebuilding

Financial Impact:	Current Budget 2023-24	Growth 2024-25	Growth 2025-26	Growth 2026-27	Total Growth
Budget (£000)	230	90	(90)	-	0
Staffing Impact (if applicable):	Current 2023-24	FTE Increase 2024-25	FTE Increase 2025-26	FTE Increase 2026-27	Total FTE Increase
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

This growth bid is a "Invest to Save" proposal to continue funding of a key housing management project which aims to make statutory housing management services more efficient and offer customer service improvements to residents.

The anticipated net savings are estimated £22k per year, effectively a payback period of four years.

The project is a one-off growth bid to deliver / implement improvements to the ongoing provision of IT system for revenue and capital payments for leaseholders.

This project commenced within THH and the growth bid is to resource the continued work at a delivery stage.

Funding of a one-off £90k in 2024-25 covers the technical and project management resources deployed for the remainder of the Smarter Services for Leaseholders Programme.

Smarter Services for Leaseholders Programme

This is a multi-year programme to improve the customer and staff experience via the improved use of NEC Housing systems functionality to support efficient business processes.

The 2024-25 key deliverable will be the migration of Direct Debits from the stand-alone and expensive AllPay solution to the native NEC Housing solution which is already used by Rents and is much more cost effective.

NEC Housing transaction costs for a Direct Debit are around a third of the AllPay transaction processing costs and would see a saving of £32,000 per year from termination of the AllPay contract with the NEC replacement costing £10,000 per year.

Managing Direct Debits on NEC Housing will also allow us to enable the creation of Direct Debits through our online customer portal, MyHome (formerly MyTHH), which would offer customers more control over managing their payments and could unlock future efficiencies in service delivery. Additionally, there will be resource efficiencies, with the proven NEC process being easier to administer.

This programme was put together to address the recommendations of the HQN (Housing Quality Network) Leasehold Service Review conducted in 2019.

Budgeted Outcomes / Accountability (focus on improved performance):

Smarter Services for Leaseholders Programme

Great Services

- Improving the range of online services available to leaseholders;
- Streamline income collection for leaseholders and make it easier for them to manage their service charges and major works invoices;
- Improved data quality to enhance management of commercial landlords, improve the provision of accurate and detailed information to leaseholders, manage garage accounts.

Risks and Implications:

These projects address the following risks on the Housing Management Corporate Risk Register:

- CORP0002 – Core IT Systems unable to meet requirements
- CORP0010 – Insufficient capacity to deliver transformational objectives


Value for Money and Efficiency:

Smarter Services for Leaseholders Programme

Implementation of Direct Debits on NEC Housing would enable Leasehold Services to terminate their arrangement with AllPay for the collection of Direct Debit payments from leaseholders, realising an annual saving of circa £22k, with direct benefits for leaseholders in their service charges.

AllPay transactions charges for DD are more than three times the cost of those raised via NEC Housing.

GROWTH PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	Yes	<p>Smarter Services for Leaseholders programme is delivering a range of improvements to processes and services. The programme has already delivered a downloadable online service charges statement via the MyHome Housing Online platform, and a range of e-forms for leaseholders, and their solicitors, to assist with applications for alterations and other permissions and with reselling a property. Future deliverables will improve the accessibility of service charge and major works date, introduce process efficiencies and enable the use of a more cost-effective direct debits solution.</p> <p>The profile of council tenants and leaseholders is embedded below:</p> <div style="text-align: center;">  <small>THH%20Tenants%20and%20Leaseholders'</small> </div>

Changes to a Service

Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	Yes	There would be no direct impact upon any of the protected characteristics although for those customer for whom English is not their main language they may find the use of online channels, where translation tools or family members can assist, to be more a better access route to our services.

Changes to Staffing

Does the change involve a reduction in staff?	No	
Does the change involve a redesign of the roles of staff?	No	

Summary:

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	Deletion of THH executive management posts		
Reference:	SAV / HRA 001 / 24-25	Savings Category:	Transformation
Directorate:	Housing and Regeneration Housing Revenue Account (HRA)	Savings Service Area:	Housing Revenue Account
Directorate Service:	Housing Revenue Account (HRA)	Strategic Priority Outcome:	2. Providing homes for the future 5. Investing in public services
Lead Officer and Post:	Steve Halsey, Chief Executive Officer	Lead Member and Portfolio:	Cllr Kabir Ahmed, Cabinet Member for Regeneration, Inclusive Development and Housebuilding

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	737	548	-	-	548

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	3	3	-	-	3

Proposal Summary:

This relates to three Tower Hamlets Homes executive management posts that did not transfer to the Council on 1 November: The THH Chief Executive, The THH Director of Business Transformation and The THH Director of Finance.

The posts were deleted on 01-Nov-2023 following a review of the organisational requirements of the council and transferring services, as part of the TUPE transfer of staff and services. The direct saving for the 3 posts for the in-year period from 1 November 2023 to 31 March 2024 is £214,000 (salary and on-costs). It is proposed that this in-year saving is ring-fenced to support the integration plan, whilst in subsequent years it will be taken as a saving.

It is proposed that budgets associated with these posts are retained to cover employee insurance costs of £76k and £113k for consultancy fees budgets. This will give the two directors that transferred to the council (Director of Neighbourhood Services and Director of Housing Asset Management) some flexibility, for example to secure project management support for service reviews. It is also proposed to delete the Programme Lead - HM Strategic Review post as it has met its objectives.

Revised Provision:

The Director of Neighbourhood Services and Director of Housing Asset Management transferred into the Housing & Regeneration Directorate, reporting to the Corporate Director of Housing & Regeneration, and form part of the Council's Senior Leadership Team.

Risk and Mitigations:

Ease of delivery	Easy
Impact of savings	High

There is a risk that reduction of management support causes destabilisation of services, however, there is corporate support from the council as an organisation - including its corporate management team - and it is proposed there is some retained budget to offer flexibility to secure support.

Resources and Implementation:

This was implemented as part of the transfer of THH back to the council.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	Yes	Three posts did not transfer from Tower Hamlets Homes to the council. This was implemented as part of the TUPE transfer of staff and services on 1 November 2023. THH Board made arrangements with individuals that did not transfer.
Does the change involve a redesign of the roles of staff?	No	

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	THH Contingency budget		
Reference:	SAV / HRA 002 / 24-25	Savings Category:	Transformation
Directorate:	Housing and Regeneration Housing Revenue Account (HRA)	Savings Service Area:	Housing Revenue Account
Directorate Service:	Finance, Procurement and Audit	Strategic Priority Outcome:	2. Providing homes for the future 5. Investing in public services
Lead Officer and Post:	Marysia Kupczyk, Head of Housing Management Finance	Lead Member and Portfolio:	Cllr Kabir Ahmed, Cabinet Member for Regeneration, Inclusive Development and Housebuilding

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	485	485	-	-	485

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

There is a contingency in the Management Fee budget of £485k to meet unforeseen costs which has been utilised in previous years and helped ensure the financial viability of Tower Hamlets Homes. However, with the closure of the company there is no need to retain a separate contingency fund to ensure the company's viability. The Council aims to keep a working balance of £10m in the HRA, in part to operate as a contingency and this will be able to support housing management services if necessary.

Therefore, the proposal is to remove the contingency in 2024/25.

Revised Provision:

Rather than THH transferred services (Neighbourhood Services and Housing Asset Management) holding a contingency budget, the HRA will keep a working balance of £10m which can be used as a contingency if so required.

Risk and Mitigations:

Ease of delivery	Easy
Impact of savings	High

The risk of removing the contingency budget is that housing management services would not have a contingency fund in an emergency or unpredicted scenario, however this is mitigated by the £10m reserve balance held in the HRA.

Resources and Implementation:

No resource required to implement this; the contingency budget will simply be removed.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	Finance Savings relating to THH company administration costs		
Reference:	SAV / HRA 003 / 24-25	Savings Category:	Transformation
Directorate:	Housing and Regeneration Housing Revenue Account (HRA)	Savings Service Area:	Housing Revenue Account
Directorate Service:	Finance, Procurement & Audit	Strategic Priority Outcome:	2. Providing homes for the future 5. Investing in public services
Lead Officer and Post:	Marysia Kupczyk, Head of Finance Housing Management	Lead Member and Portfolio:	Cllr Kabir Ahmed, Cabinet Member for Regeneration, Inclusive Development and Housebuilding

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	200	85	115	-	200

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:
 The total budget for THH company administration costs is £200k.
 £110K of this includes audit, bank fees and depreciation charges. However, £25K of the £110K is offset by interests on its balances, and as the balances will transfer to LBTH HRA it is assumed that there will be an equivalent increase in interest to the HRA. Therefore, once the £25k interest on balances is removed, the savings will be £85K in 2024/25.
 An amount of £115K has been retained for the company liquidation in 2024/25, identified as asset write-down of £88K and an amount for the costs of liquidation and residual intercompany recharges at £27K. The liquidator's fees are a best estimate as quotes have not yet been received. There will then be a saving of £115k in 2025/26 once the company has been closed.

Revised Provision:
 No revised provision is required as there will no longer be a requirement to administer a separate company.

Risk and Mitigations:	
Ease of delivery	Easy
Impact of savings	High
There is a risk that the cost of company liquidation is higher than that which is budgeted for. The programme team are currently working to establish the costs of liquidation and closure of the company.	

Resources and Implementation:
 The insourcing programme team are leading on the wind-down of the company with support from finance and legal. As set out in the summary, work will need to be undertaken in relation to asset write-down and liquidation of the company so it is proposed resource is retained for this. Realisation and implementation of the full savings will occur once the company is closed.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	Corporate Health and Safety Management posts		
Reference:	SAV / HRA 004 / 24-25	Savings Category:	Transformation
Directorate:	Housing and Regeneration Housing Revenue Account (HRA)	Savings Service Area:	Housing Revenue Account
Directorate Service:	Public Realm	Strategic Priority Outcome:	2. Providing homes for the future 5. Investing in public services
Lead Officer and Post:	David Tolley, Head of Environmental Health and Trading Standards	Lead Member and Portfolio:	Cllr Kabir Ahmed, Cabinet Member for Regeneration, Inclusive Development and Housebuilding

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	237	61	-	-	61

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	3	1	-	-	1

Proposal Summary:

On transfer of THH services back in-house, three posts within the Health and Safety team (overseeing health and safety for employees) were transferred into the council's Corporate Health and Safety in Environmental Health & Trading Standards. This included a Head of Health & Safety posts (which is vacant and previously covered by another Head of Service in THH prior to transfer) and two health and safety officers.

The proposal is to delete the Head of Health and Safety role and retain £20K to strengthen the management function within the Corporate Health & Safety team to manage the two transferred officers; this will ensure that there are no shortfalls in provision or supervision and make certain that the continuity of the service is smoothly affected.

Revised Provision:

The £20K will be used to uplift the grade of a post within the Corporate Health & Safety team as they will take on additional management duties.

Risk and Mitigations:

Ease of delivery	Easy
Impact of savings	High

The risk of losing a management role overseeing the health and safety of staff is mitigated by embedding the officers within the wider Corporate Health & Safety team and building management capability within that team to support the work of the officers.

Resources and Implementation:

HR support will be required to delete the Head of Health and Safety post and regrade the existing post to take on additional management duties. The insourcing programme team will work with the service and HR Business Partners to implement this prior to 1 April 2024.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	No	
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	Yes	1 Head of Health and Safety role but mitigated by retained budget for management function.
Does the change involve a redesign of the roles of staff?	Yes	One post within the Corporate Health and Safety team will take on additional management duties.

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	Graduate Trainees and Apprenticeships		
Reference:	SAV / HRA 005 / 24-25	Savings Category:	Transformation
Directorate:	Housing and Regeneration Housing Revenue Account (HRA)	Savings Service Area:	Housing Revenue Account
Directorate Service:	Workforce, HR and OD	Strategic Priority Outcome:	2. Providing homes for the future 8. A council that listens and works for everyone
Lead Officer and Post:	Sarah Stennett; Head of People Services	Lead Member and Portfolio:	Cllr Kabir Ahmed, Cabinet Member for Regeneration, Inclusive Development and Housebuilding

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	444	291	-	-	291

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	16	10	-	-	10

Proposal Summary:

Graduate trainees

THH employed four graduate trainees via the Charity Works graduate scheme. The council have indicated that they will not seek to continue the arrangements with Charity Works for the graduate trainees posts that were within the THH organisation and all four of these posts have been deleted. Instead, both Neighbourhood Services and Housing Asset Management services will be able to offer graduate trainees on the council-wide scheme placements (currently the National Graduate Development Programme), in line with all other council services. The total saving for graduates is £118k.

Apprenticeships

The apprenticeship budget was established to grow our own staff given the high turnover in caretaking and the average age of the workforce.

To achieve savings of £173k, the proposal is to significantly reduce the apprenticeship budget so only six, rather than twelve, apprentices are recruited. Of the twelve apprenticeships currently budgeted for, it is proposed that budget is removed for 2 neighbourhood, 1 surveyor and 3 repairs engineers are removed and that the 6 remaining are caretaking apprenticeships. Caretaking has one of the highest take up for apprenticeships and the apprenticeship scheme assists with reduction in staff turnover and progression in the service.

Revised Provision:

Housing Asset Management and Neighbourhood Services will be able to offer placements to graduates on council-wide graduate schemes (currently the National Graduate Development Programme).

It is proposed that six caretaking apprenticeships are retained. No other provision will be put in place for the 2 neighbourhood, 1 surveyor and 3 repairs engineers apprenticeships that are removed.

Risk and Mitigations:

Ease of delivery	Easy
Impact of savings	High

A risk of removing the apprenticeship posts is that there is missed opportunities in developing a workforce to reflect the community.

A risk of removing the apprenticeship posts is that there is not a pipeline of employees that are developing within the organisation – hard to recruit/aging workforce – which could reduce service resilience.

Resources and Implementation:

3 apprentices have completed their training and out of the 9 remaining another 3 have been deleted so there are no specific implementation tasks - the budget would only be required should another round of apprenticeships be commenced.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

Trigger Questions	Yes / No	If Yes – please provide a brief summary of how this impacts on each protected characteristic as identified in the Equalities Act 2010. This will need to be expanded in a full Equality Analysis at full Business Case stage.
Does the change reduce resources available to address inequality?	Yes	<p>Removal of six entry level apprenticeships could mean that there are reduced opportunities available to recruit people that are local and reflective of the community. However, the reason for doing this is to align to the Council's strategic approach on entry level roles and workforce to reflect the community. The apprenticeship schemes will still form a pivotal part of the grass roots attraction strategy for housing management services, but an evaluation is needed of the council offer and the extent to which this is attractive and available to sections of the community.</p> <p>As part of the review of the offer, The Workforce to Reflect the Community Action Plan 2023 – 24 will be considered which sets out that objective (3 – Entry Level) is to expand and increase the opportunities for apprenticeships and other entry level opportunities, open to the local community with a particular focus on young people leaving Tower Hamlets schools. A key activity within this is to continue to develop and expand the range of apprenticeships available from January 2023.</p> <p>The Housing & Regeneration Directorate Equalities Action Plan also sets out as an action theme: ensure that services have entry and mid-level role with clear path to senior role. The Directorate is learning from Housing Asset Management and Neighbourhoods Services which have identified career progression roles and monitor the progression.</p> <p>Should there be any negative impact in relation to protected characteristics - including young people, women, people from global majority communities, people with disabilities - actions to mitigate will be considered within the Housing & Regeneration Directorate Equalities Action Plan.</p>
Does the change reduce resources available to support vulnerable residents?	No	
Does the change involve direct impact on front line services?	No	
Changes to a Service		
Does the change alter who is eligible for the service?	No	
Does the change alter access to the service?	No	
Changes to Staffing		
Does the change involve a reduction in staff?	Yes	Four graduate trainee and six apprenticeship roles will be removed. There are no staff within these roles currently.
Does the change involve a redesign of the roles of staff?	No	

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

Additional Information and Comments:

SAVINGS PROPOSAL

Proposal Title:	HR IT Systems Duplication		
Reference:	SAV / HRA 006 / 24-25	Savings Category:	Transformation
Directorate:	Housing and Regeneration Housing Revenue Account (HRA)	Savings Service Area:	Housing Revenue Account
Directorate Service:	Workforce, OD and Business Support	Strategic Priority Outcome:	2. Providing homes for the future 5. Investing in public services
Lead Officer and Post:	Sarah Stennett; Head of People Services	Lead Member and Portfolio:	Cllr Kabir Ahmed, Cabinet Member for Regeneration, Inclusive Development and Housebuilding

Financial Impact:	Current Budget 2023-24	Savings/Income 2024-25	Savings/Income 2025-26	Savings/Income 2026-27	Total Savings/Income
Budget (£000)	119	119	-	-	119

Staffing Impact (if applicable):	Current 2023-24	FTE Reductions 2024-25	FTE Reductions 2025-26	FTE Reductions 2026-27	Total FTE Reductions
Employees (FTE) or state N/A	N/A	N/A	N/A	N/A	N/A

Proposal Summary:

THH operated several of its own HR IT systems that will not be required now that employees have transferred to the council, as transferred employees will use the council's systems and processes. These include the sickness reporting system, the appraisal and target setting system, recruitment system and the Reward Gateway system that operates the intranet and the enhanced employee offer (e.g. vouchers, cycle and IT discounts, etc).

These contracts are being terminated as soon as is feasible. A small number of contracts will need to be novated to the council and run (without use) due to contractual arrangements and penalties for terminating contracts early. Savings of £11k have already been realised in the current year (2023/24) and the full £119K of savings will be achieved in 2024/25.

Revised Provision:

Staff have already been transferred or are in the process of being transferred onto council HR systems including ResourceLink, Learning Hub, Alvius, Matrix. The council has its own systems, so this is to avoid duplication on yellow highlighted. The council manages absence via Line Manager (no need for Goodshape) and Rewards / local benefits are managed locally (no need for Reward Gateway).

Risk and Mitigations:

Ease of delivery	Easy
Impact of savings	High
<p>To avoid the risk of breaching any contractual duties, the council (and THH Board) need to ensure that contracts are terminated or novated in line with contractual arrangements. The insourcing programme team has been working with legal and procurement to execute the terminations and novation.</p> <p>Risks around ensuring that staff have access to systems were mitigated by a thorough review and project plan developed by the insourcing programme team and supported by HR and IT services.</p>	

Resources and Implementation:

HR and IT are working with the programme team to transfer all incoming staff onto LBTH systems, with much of this work already completed.

SAVINGS PROPOSAL – BUDGET EQUALITY ANALYSIS SCREENING TOOL

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

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

Additional Information and Comments:

Capital Programme 2023-27 Report

EXECUTIVE SUMMARY

Following the election of a new administration in May 2022, a comprehensive refresh of the Capital Programme was undertaken with the key purpose to ensure the programme aligned with London Borough Tower Hamlet (LBTH) strategic priorities translated from the Mayor's vision and the new administration's manifesto. The review evaluated the existing priorities across the various directorates to ensure clear integration with the current needs of the Borough and its residents. This previous refreshed programme was approved at Full Council in March 2023 for 2022-26.

This updated capital programme is for a three-year period, with commitments beyond 2027 resulting from the current programme to be funded in future years. Capital expenditure is focussed on the council's strategic priorities. This is a live delivery programme which is refreshed annually to include all-new additions and any projects that require removal. This report provides details of the updated capital programme 2023-27 and a summary of some of the key achievements within the last reporting period.

1 REASONS FOR THE DECISIONS

- 1.1 The priorities of the new administration were set out in the new Strategic Plan for 2022-26. The Strategic Plan sets a clear direction for the council and is the main business planning document. It is updated annually to accurately reflect the council's priorities and used in the process of making decisions on the priority of projects for inclusion in the capital programme. The new strategic plan has 8 priorities with associated outcomes and each priority sets out a series of outcomes, with high level activities that will be undertaken to facilitate delivery.
- 1.2 The refreshed capital programme approved in Cabinet in March 2023 was aligned to the new administrations priorities and to maintain this alignment new projects will need to seek approval via the capital governance process.
- 1.3 The reasons the approvals and amendments are being requested at this time is to ensure that existing approved schemes in the capital programme can continue to be delivered, once approval to proceed is granted, with budgets for urgent projects agreed and allocated.
- 1.4 The report includes new approvals and amendments to the existing General Fund capital programme totalling £67.972m and new approvals to the existing Housing Revenue Account capital programme totalling £54.700m, which have progressed or are progressing through the capital governance process and require additional budget approvals. The report also includes approvals for removals of capital schemes from the existing General Fund and Housing Revenue Account capital programmes totalling £35.565m and £13.804m respectively.

2 ALTERNATIVE OPTIONS

- 2.1 In previous years an alternative route for capital programme approvals would have been through the Quarterly Monitoring Report prepared by Corporate Finance, however, producing a stand-alone report for approvals and additions to an existing capital programme is considered a more consistent and transparent approach and the intent with this refresh, is to ensure the priorities of the new administration are adequately addressed.

3 ESTABLISHING THE PROGRAMME

- 3.1 The long-term capital investment plan is underpinned by the council's strategic plan 2022-26. Capital proposals are considered within the Council's overall medium to long-term priorities, and the preparation of the capital programme is an integral part of the financial planning process. This includes taking account of the revenue implications of the projects as part of the revenue budget setting process, including setting aside additional revenue funding where required to cover the financing costs of the programme.
- 3.2 The principles on which the council's capital programmes have been based are that approved projects will not proceed until the identified funding sources are received, or in the case of external grant, confirmed in writing; the council will not borrow more than it can afford to repay; and the total approved capital programme will not exceed the total funding available.
- 3.3 In addition to the core capital programme, the 2023-27 Approved Capital Programme for the General Fund includes separate programmes for annual rolling programmes, invest to save projects and the remaining legacy Local Infrastructure Fund (LIF) programme. The purpose of the annual rolling programme is to ensure the council's assets are maintained to avoid deterioration, address ongoing health and safety requirements, and to meet statutory duties. It is expected that these remain within the programme, totalling £53.363m (2023-27). Invest to save project support income generation and the capital investment, totalling £8.309m (2023-27), will deliver substantial revenue savings and the remaining legacy Local Infrastructure Fund (LIF) funded programme budget allocation totals £5.483m (2023-27), which was the previous term for the neighbourhood portion of the Community Infrastructure Levy (NCIL), before a new approach to NCIL was approved in June 2023.
- 3.4 To successfully deliver a substantial and agile capital programme, it is essential to have effective governance, project monitoring, financial management and appropriate staff resources in place. The current governance arrangements seek to ensure that quality outcomes are delivered on time, with best value always demonstrated.
- 3.5 For a scheme to be delivered through the council's capital programme, it will have needed to have progressed through the capital governance process. Capital bids for new schemes are signed off by Divisional Directors, following consideration at the relevant directorate Programme Boards. Schemes are expected to be prioritised by directorates based on service need in line with the priorities set out in the Strategic Plan 2022-26.

- 3.6 The first step in the governance process is to identify funding sources. This exercise is completed by the Financial Assessment Group, comprising of representatives from the Corporate Capital Finance Team, Capital Delivery PMO and lead monitoring officers for s106 and CIL funding sources are allocated in the following order: external grant, s106 and CIL, capital receipts and requirement for borrowing.
- 3.7 Once bids have been accepted in principle, directorate client teams are required to complete a Project Initiation Document (PID). Subject to the consideration of financial and technical appraisals, the scheme is recommended for approval to the Capital Strategy Board, ahead of Cabinet approval and approved budget allocation as required.
- 3.8 The capital programme for the Housing Revenue Account (HRA), which includes funding for the annual housing capital rolling programme to maintain and improve the council's housing stock and carry out the essential fire and building safety works, and funding for the delivery of new council homes. The programme is in line with the latest update to the HRA business plan, which takes into consideration the affordability of the HRA capital programme on the HRA as a whole. The capital programme maximises the availability of external funding and Right-to-Buy receipts, but the regulations associated with the use of these sources means that there is also a need for borrowing to be used.

4 THE CAPITAL PROGRAMME

- 4.1 The report seeks budget approval for the council's proposed 2023-27 capital programme of £291.117m for the General Fund (GF) programme and £457.075m for the Housing Revenue Account (HRA) programme as set out in Appendix 8A (and further detailed by programme in Appendix 8B for the General Fund) and Appendix 8D respectively. The details of the GF programme are set out in Appendix 8B and the capital growth/reduction items which have been added/removed to the capital programmes are set out in Appendix 8C. The capital programme is for a three-year period, with commitments beyond 2026/27 resulting from the current programme to be funded in future years. Capital expenditure is focussed on the council's strategic priorities.
- 4.2 Within the report is an additional request for approvals of £67.972m for the 2023-27 General Fund Capital Programme and £54.700m for the 2023-27 Housing Revenue Account Capital Programme to enable project budget provisions to be increased and included within the programme where required, further detailed in Appendix 8C. Included within the additional requests, largely due to an additional year being added to the capital programme as part of budget setting process (i.e. financial year 2026/27), re-occurring spend relating to the council's Rolling Programmes have also been added, amounting to £5.300m for the General Fund capital programme (conditions and improvements on schools and investment works on the councils own assets) and £34.700m for the Housing Revenue Account capital programme (to maintain and improve the existing council stock, including £10.000m for any emergency works as required).

- 4.3 The report includes approval for the request for reductions of £35.565m for the 2023-27 General Fund Capital Programme, which are included to ensure to ensure the programme is better aligned with the Strategic Plan for 2022-26 and to release funding to contribute towards the approvals and amendments requiring additional budget provision, which includes projects that are in final year of delivery, are complete and releasing funds. The report also includes approval for the request for reductions of £13.804m for the 2023-27 Housing Revenue Account Capital Programme relating to Tomlinson Close and O'Leary Square Rooftop extension schemes.
- 4.4 The 2023-27 proposed capital programme for the HRA, as set out in Appendix 8D, shows the committed programme, which for the period 2023-27, includes £108.903m for the annual housing capital rolling programme, to maintain and improve the council's housing stock, carry out essential fire and building safety and emergency works, and £344.107m for the delivery of new council homes.

Key General Fund Capital Program Highlights to Date

- 4.5 The Council has been continuing to deliver against Strategic Plan priorities since the last capital programme was approved in March 2023. Key achievements include;

4.6 Parks

The redevelopment of the Island Gardens Café to provide a modern style café with public toilet access is nearly complete, enhancing the social value of the park and its place in the community. The historic parks programmes approved in 2018 are coming to an end. Achievements include:

- Playground has been fully replaced.
- Self-locking gates have been added to tennis courts on 5 sites.
- Improvements including more tree planting, replacement of bins/benches and health and safety upgrades across parks.
- New interpretations, orientation, park rules and information signs have been installed at various parks across the borough.
- New lighting and CCTV cameras have been installed at various parks across the borough.

4.7 Tree Planting

The programme to plant trees across the Borough continues to help the council reach its Air Quality Action Plan Targets and support commitment to carbon neutrality by 2025. To date, 522 trees have been planted split across highways, parks and THH housing estates.

4.8 Education

The Basic Needs Programme is set to deliver a new two form entry primary school at Wood Wharf, which will open to students early 2024. In addition, the Council has successfully delivered amalgamations at St Annes and Guardian Angels Primary Schools, Stepney Park Primary School, as well as the expansion of alternative provision at London East Alternative Provision (Harpley), and delivery of a rolling programme of condition and improvement to ensure our assets remain safe and usable continue.

4.9 **Youth Safe Spaces**

As part of youth transformation, two 'safe spaces' have been provided at 27 Columbia Road, Bethnal Green and 16 Goulston Street, Whitechapel. The buildings underwent a full refurbishment to provide modern, safe, welcoming spaces for young people.

4.10 **Health and Social Care**

The Tower Hamlets Public Health Team work together with NHS North East London Integrated Care Board to ensure there are sufficient modern health facilities available to meet the primary care needs of the boroughs residents. The following are now complete and operational:

- Goodman's Fields Health Centre
- Sutton Wharf Health Centre
- Island Medical Centre
- Wellington Way Health Centre
- Wood Wharf Health Centre

4.11 The Adult Day Care centre at Sewardstone Road has been completed, increasing in-borough provision of support and accommodation services to people with learning disabilities. A new Service Provider will be appointed early 2024 following fit out of the facility with specialist equipment.

4.12 **Carbon Offset programme**

The Council remains committed to carbon neutrality by 2025 and through the s106 Carbon Fund offset fund, the council has successfully delivered;

- Boiler Replacement Programme to replace old, inefficient gas boilers and faulty radiators as well as upgrading heating controls.
- Schools Carbon Emission Reduction Programme supported various schools with carbon reduction projects to reduce energy consumption and improve energy-efficiency of the buildings, install renewable and low-carbon technology resulting in lower energy costs, consumption and related carbon emissions.
- Small and medium-sized enterprises (SME) Energy Efficiency Grants Programme provided SMEs across the borough with grants to deliver energy-efficiency improvements, heating upgrades and renewable energy technologies.
- Public Sector Retrofit project replaced gas boilers with air source heat pumps in council buildings to provide decarbonised heating.

4.13 **Street Lighting**

Street lighting programme is nearing completion, installing new Light Emitting Diode (LED) lanterns in an effort to reduce the energy consumption which in turn reduces costs and carbon footprint within the borough and work is also underway to complete the replacement of the columns. In addition, they are future proofed for advertising, banners, way finding and EV charging points.

4.14 **CCTV Transformation**

The CCTV Transformation Programme is in the final stages of completion with 337 new cameras installed (96%). It is anticipated that all 350 cameras will be upgraded by the end of March 2024.

Key General Fund Capital Program Additions

4.15 Approvals are also being sought to include additional budget provisions with the capital programme to further deliver against Strategic Plan priorities since the last capital programme was approved in March 2023. Key additions include;

4.16 Institute of Academic Excellence (IAE)

Funding of £15.000m is allocated to deliver on the Mayoral pledge 'Accelerate Education':

- Establish a high-performing, selective A-Level institution to accelerate attainment, to ensure more Tower Hamlets students attend the world's top universities, including Oxbridge and Russell Group universities.
- Review our sixth forms and colleges' performance to accelerate A level attainment so more of our pupils go to the top universities, including Oxbridge and Russell group of universities.
- Increase the number of our youngsters going on to Further and Higher Education, including boosting Oxbridge and Russell Group entrance through intensive learning after school, and support with applications, and a full review of sixth-form and college performance.

The primary purpose of this growth bid is the reassignment and reconfiguration of the Professional Development Centre (PDC) through a feasibility study utilising the 6th form Schedule of Accommodation model for a 250 place setting.

4.17 Culturally Sensitive Misuse Treatment Centre

Funding of £1.510m is allocated to develop and deliver a specialist recovery service for problematic substance users local to Tower Hamlets from the Black, Asian, and Minority Ethnic (BAME) communities. This service will deliver drug and alcohol related prevention, treatment, recovery and aftercare services which are culturally sensitive and meet the needs of these communities. Service delivery will be flexible to meet the needs of the service users which will include evening and weekend opening times.

4.18 Women's Resource Centre (with a focus on Bangladeshi women)

Funding of £1.000m is allocated to establish a dedicated Women's Resource Centre, with a particular culturally sensitive approach towards the needs of Bangladeshi women, as data suggests Bangladeshi women continue to be marginalised and face economic, health, social and gender inequalities disproportionately. The project aims to provide a dedicated resource centre to enable opportunities for the development of all marginalised women, especially Bangladeshi women.

4.19 Basic Need Programme

The Basic Need programme will continue to deliver expansions across the borough including a new flagship 6FE Secondary School at Mulberry London Dock. The Department of Education (DfE) have provided grant funding of £53.8m to deliver the school which is designed as a passiv haus building to ensure the air quality within the school provides the best learning environment for its pupils. An additional budget provision of £11.128m is required for the development, which is due to be completed by July 2024 in time for the school to be opened before the start of the 2024-25 academic year. The facility will also provide wider benefits to the Tower Hamlets community through a

'Community Use agreement' which will ensure the sporting and social facilities of the school are available for wider community use outside of school hours. Additional budget provisions of £2.450m and £0.804m will also enable the basic need programme to delivery expansion at Beatrice Tate Special School and Wood Wharf respectively.

4.20 The borough's SEND sufficiency review has highlighted areas of significant need which will be a focus for capital investment in the coming period. A programme for investing HNPCA (DfE) grant will progress, with key investment in Beatrice Tate and Hermitage; as well as the development of Alternative Resource Provisions (ARPs) at key education sites across the borough.

4.21 **Universal Free School Meals (UFSM)**

Tower Hamlets will be the first Council to extend free school meals to all secondary school pupils up to the age of 16. An additional capital investment of £0.792m will ensure that secondary schools have the correct equipment and resources to increase their catering capacity to successfully deliver UFSM from September 2023.

4.22 **Parks programme**

The council is additionally investing £4.988m into improvements to recreational, leisure and play facilities across the borough's parks and open spaces, including a number of housing estate sites. With a growing population and a high number of residents having little or no access to private outdoor space, well maintained parks and open spaces are more important than ever in supporting the health and well-being of our residents. Better play, recreational and sports facilities are also needed to help tackle high levels of childhood obesity and general poor health in the population. The programme has four key strands, which are detailed as follows:

- Improving Sporting Facilities in Parks - seeks to upgrade existing multi-use games areas and install new astroturf facilities at Stebondale, Millwall Park, and at King Edward Memorial Park. The funding will also enable the Council to install the borough's first natural turf cricket pitch at Victoria Park and provide cricket practice nets at Millwall Park and Stepney Green Park.
- Inclusive playgrounds programme will support families to have access to high quality, accessible, local play facilities. Our play facilities are particularly important for low-income households who rely on local free provision. This programme will improve the accessibility of six play areas for children and young people, including those with additional needs.
- Six housing estate sites that are part of the Tower Hamlets Homes portfolio will benefit from upgrades to playgrounds to ensure they are inclusive. There will also be improvements to gym equipment and general upgrades to sites.
- Improve three parks and open spaces that include Alton Street Open Space, Pennyfields Open Space and Shandy Park. These sites will benefit from general upgrades, improved site layout to reduce anti-social behaviour and improved recreational facilities.

4.23 **Highways**

Funding of £4.227m is allocated to deliver a series of public realm improvements across 7 key sites; Bigland Street, Poplar High street, Bromley-by-Bow, City Island, Plumbers Row, Preston's Road and Marsh Wall. Improvement works will include additional parking bays, new electrical vehicle charging points, increased provision of pedestrian crossing facilities, undertaking footway and carriageway improvements, increasing cycle parking and environmental improvements such as tree planting. These schemes aim to provide safer roads and cleaner air quality for the local community, encourage walking and cycling, encourage the community to switch to electric vehicles to reduce the negative impact of carbon emissions.

4.24 Rubbish and Recycling bins

The council is investing £1.485m in additional rubbish and recycling bins to support the rapid growth in housing development in Tower Hamlets. It is recognised existing purpose-built blocks of flats, storage and signage infrastructure is often inadequate to accommodate the type and volumes of waste being produced.

4.25 Care Technology Transformation

The council is investing £0.300m in 'care technology' as a key part of the Council's Adult Social Care vision and strategy. Care Technology offers opportunities for residents to be better supported, to live independently and with improved health and wellbeing for longer and be better connected with their communities.

4.26 Idea Stores IT Hardware

Capital funding of £0.300m is allocated for new IT hardware (Desktops and Monitors) to be used in Idea Stores to benefit Residents and other Idea Store Service Users.

4.27 Carbon offset programme

Through the strategic plan, there is a commitment to making the borough cleaner and greener. Commitments have been included across the programme funded from the 'carbon fund' to deliver the following;

- Community tree planting - Approx. 200 trees planted on THH estates, at locations which have been identified in consultation with residents.
- installing Solar PV panels onto council offices and leisure centres.
- Residential Energy Efficiency Project - deliver energy efficiency measures such as insulation, double glazing, replacement boilers to reduce carbon emissions from the existing housing stock in the borough.
- Funding will be made available to community groups to install low-carbon heating and energy-generating technologies, energy-efficiency retrofits and to promote learning and behavioural projects.
- Bio-Solar Installation Project- will deliver biodiverse roof area and renewable energy generating technologies to buildings across the Borough.

Housing Revenue Account

- 4.28 The 2023-27 budget for the HRA capital programme set in this report is £457.075m, which is supported by the refreshed HRA Business Plan and will enable the completion of homes already in the delivery programme and enable

new sites in the pipeline to be identified and progressed through the design process for inclusion in the programme when future funding or partnership opportunities become available.

- 4.29 The 2022-26 HRA Capital Programme approved in March 2023 required updating following review of capital schemes within the new council homes capital programme by the Mayor and the administration and additional unallocated funding arising principally from reductions made on other capital projects and through increased Right to Buy receipts, which will contribute to the supply of affordable housing and the Mayoral target of 1,000 rented social homes a year.
- 4.30 The council is planning to increase specialist housing provision within the borough to meet the demand of significant numbers of people for their care and support needs. The Housing with Care strategy identifies a need for an additional 240 additional Extra Care beds by 2033. An initial budget provision of £20.000m is included within the HRA capital programme for a **Culturally Sensitive Extra Care Housing Development** scheme of between 50 and 60 beds to ensure delivery of the Mayors Priority is allocated within the programme for approval, subject to full feasibility. A programme wide approach will be taken, to enable schemes to be brought forward or moved back if issues that impact delivery arise, whilst also ensuring the provision of new homes is maintained. If schemes listed in the existing programme need to be removed, replacement schemes will be brought forward from the pipeline programme.
- 4.31 The report requests approval for reductions of £13.804m for the 2023-27 Housing Revenue Account Capital Programme relating to Tomlinson Close (£4.767m) and O'Leary Square (£9.038m) Rooftop extension schemes as they are now deemed not to be returning value for money on investment with the funding released (as detailed in Appendix 8C) being made available for future pipeline schemes.
- 4.32 The priorities for the annual housing capital rolling programme for the next three years are to maintain and improve the existing council stock and carry out the essential fire and building safety works. The existing approved programme totals £74.203m for 2023-26. Approvals are sought for additional budget provisions totalling £34.700m, largely related to providing budget provision in 2026/27 for the programme, to update the programme to equate to £23.903m in 2023-24, £23.000m in 2024-25, £28.000m in 2025-26 and £34.000m in 2026-27, totalling £108.903m from 2023-27 (including £10.000m for emergency works as required). The 30-year HRA Business Plan has established that there is sufficient funding available for this programme.

5 FUNDING

- 5.1 There are various funding options available to the council for the capital programme, including external grants, Community infrastructure Levy (CIL), Neighbourhood Community Infrastructure Levy (NCIL) which replaced the Local Infrastructure Fund (LIF) payments, s106 contributions, capital receipts, reserves/revenue and borrowing. The availability of each funding source is considered in this order, to ensure that all other funding options have been

maximised before drawing on capital receipts, reserves/revenue and borrowing.

- 5.2 Identified funding sources for the new additional growth to the General Fund capital programme are funded from external grants (£22.053m), s106 contributions (£31.885m), Community infrastructure Levy (CIL) contributions (£11.326m), and prudential borrowing (£2.708m), of which £0.647m will be substitution of existing borrowing, totalling £67.972m for 2023-27. New additional growth to the Housing Revenue Account capital programme are funded from HRA Leaseholder and Major Repairs Reserve contributions (£27.737m), HRA Capital Receipts (£8.000) and HRA prudential borrowing (£18.963m), totalling £54.700m for 2023-27.
- 5.3 Funding sources for the reductions to the General Fund capital programme will release external grants (£5.344m), s106 contributions (£14.493m), Community infrastructure Levy (CIL) contributions including the legacy Local Infrastructure Levy (LIF) (£14.371m), capital receipts (£0.711m) and substituted existing borrowing (£0.647m), totalling £35.565m for 2023-27. . Funding sources for the reductions to the Housing Revenue Account capital programme will release (£5.522m) Right-to-Buy receipts, (£1.554m) revenue reserves and (£6.729m) of existing prudential borrowing, totalling £13.804m for 2023-27.
- 5.4 In accordance with the council's financial regulations, formal approval from Cabinet is required for these schemes to be included/removed to/from the Approved Capital Programme.
- 5.5 For each project in the 2023-27 General Fund Capital Programme, funding sources have been identified and allocated (including borrowing where required). The remaining available resources for future allocation to the General Fund capital programme for CIL (including NCIL), S106 and capital receipts are as follows:

Resource	Brought forward balances as at 01/12/2023	Allocated in Capital Programme 2023-27 within this report	Total of balance remaining
	£m	£m	£m
CIL (including NCIL)	101.8	(59.6)	42.2
GF Capital receipts	8.2	(5.6)	2.6
GF S106 Capital monies	105.8	(53.5)	52.3
Total	215.8	(118.7)	97.1

- 5.6 The £42.2m total balance remaining relating to CIL (including NCIL) predominantly relates to NCIL monies and will need to be administered in line with the implementation of the Neighbourhood Community Infrastructure Levy (NCIL) as approved by cabinet in June 2023. Including, project level allocations of NCIL on an annual basis to Capital Programme and Affordable Housing schemes, being made via the Council's standard Capital Programme governance process and decisions on the allocation of NCIL to individual grants being made via the existing Council Grants process.

5.7 The balance remaining of GF capital receipts (£2.6m) has been ring-fenced to fund transformational costs to support the councils Medium Term Financial Strategy (MTFS).

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

S106 Heads of Term	Brought forward balances as at 01/12/2023	Allocated in Capital Programme 2023-27 within this report	Total of unallocated resources
	£m	£m	£m
Affordable Workspace	4.1	(0.0)	4.1
Public Art	0.1	(0.0)	0.1
Carbon Offset	14.6	(9.7)	4.9
Community Payment	4.0	(0.7)	3.3
Education	13.7	(12.9)	0.8
Environment and Public Realm	7.2	(3.7)	3.5
Health	8.5	(3.9)	4.6
Leisure	5.2	(2.7)	2.5
Landscape and Open Space	16.0	(13.0)	3.0
London Thames Gateway Tariff (for infrastructure in Lower Lea Valley)	13.4	(1.8)	11.6
Millennium Quarter	0.6	(0.6)	0.0
TfL	12.8	(2.0)	10.8
Highways and Transportation	5.5	(2.4)	3.1
Employment and Enterprise (Capital)	0.1	(0.1)	0.0
Total	105.8	(53.5)	52.3

The HRA capital programme of £457.075m for 2023-27 (Funding as per detailed in appendix 8D) represents the latest update to the HRA business plan, which takes into consideration the affordability of the HRA capital programme on the HRA as a whole. The capital programme maximises the availability of external funding and Right-to-Buy receipts, but the regulations associated with the use of these sources means that there is also a need for borrowing to be used.

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Capital Budget by Programme 2023-2027 - General Fund (GF)

Appendix 8A

Programme	Capital Budget 2023-27					Total Capital Budget Funding							
	Revised Budget 2023-24	2024-25	2025-26	2026-27	Sum of Total Programme	Grants	S106	CIL	LIF	Capital Receipts	RTB Receipts	Prudential Borrowing	Total Funding 2023-27
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Approved Programme	71.893	104.509	42.522	8.449	227.373	87.103	49.200	54.095	3.410	2.640	0.614	30.311	227.373
Approved Rolling Programme	14.013	16.598	16.900	5.852	53.363	17.461	-	-	-	0.198	-	35.704	53.363
Invest to Save Programme	2.220	5.839	0.250	-	8.309	-	4.280	-	-	2.482	1.245	0.301	8.309
LIF Programme	0.736	1.337	-	-	2.073	-	-	-	2.073	-	-	-	2.073
Grand Total	88.862	128.282	59.672	14.301	291.117	104.564	53.480	54.095	5.483	5.321	1.859	66.316	291.117

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Directorate	Programme	Cost Centre	Capital Budget 2023-27					Total Capital Budget Funding							
			Revised Budget 2023-24	2024-25	2025-26	2026-27	Sum of Total Programme	Grants	S106	CIL	LIF	Capital Receipts	RTB Receipts	Prudential Borrowing	Total Funding 2023-27
			£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Children's Services	Approved Programme	Conditions and Improvements	0.535	1.086	-	-	1.621	1.621	-	-	-	-	-	-	1.621
		Basic Needs/Expansions	43.454	29.658	6.345	3.433	82.891	63.351	12.851	6.689	-	-	-	-	82.891
		Provision for 2 year olds	0.057	0.149	0.092	-	0.298	-	-	-	-	0.298	-	-	0.298
		School Investment Works	0.722	0.070	-	-	0.792	-	-	0.792	-	-	-	-	0.792
		Children's Services	-	1.000	1.000	1.000	3.000	-	-	1.950	1.050	-	-	-	3.000
	Approved Rolling Programme	Conditions and Improvements	2.953	3.000	3.000	3.000	11.953	11.953	-	-	-	-	-	-	11.953
Communities	Approved Programme	Local Cultural Projects	0.012	-	-	-	0.012	-	0.012	-	-	-	-	-	0.012
		Markets	0.327	-	0.050	-	0.377	-	0.050	0.327	-	-	-	-	0.377
		New Infrastructure	2.165	10.127	5.015	-	17.306	14.984	1.558	0.765	-	-	-	-	17.306
		Parks	3.671	6.768	3.242	0.772	14.453	0.200	12.487	0.433	1.426	-0.093	-	-	14.453
		Waste, Recycling and Fleet	3.564	4.536	1.976	0.133	10.209	-	0.009	8.345	0.934	0.921	-	-	10.209
		Community Safety	0.444	-	-	-	0.444	-	-	0.444	-	-	-	-	0.444
		Environmental Health & Trading Standards	-	0.553	-	-	0.553	-	-	-	-	-	-	0.553	0.553
		Public Realm Improvements	-	3.686	0.825	0.120	4.631	-	4.388	0.243	-	-	-	-	4.631
		Transport S106 Funded Schemes	-	0.500	1.500	-	2.000	-	2.000	-	-	-	-	-	2.000
		Culture	0.949	19.530	16.150	2.952	39.581	-	4.130	13.900	-	-	-	21.551	39.581
		South Dock Bridge	1.931	12.737	3.386	-	18.054	6.192	0.663	11.199	-	-	-	-	18.054
		Approved Rolling Programme	Public Realm Improvements	5.329	5.407	5.400	-	16.135	-	-	-	-	-	16.135	16.135
		Culture	1.000	1.000	1.000	-	3.000	-	-	-	-	-	-	3.000	3.000
	Invest to Save Programme	Public Realm Improvements	0.918	4.278	-	-	5.196	-	4.280	-	-	0.916	-	-	5.196
	LIF Programme	Local Environmental Projects	0.030	-	-	-	0.030	-	-	-	0.030	-	-	-	0.030
		New Infrastructure	0.300	0.095	-	-	0.395	-	-	-	0.395	-	-	-	0.395
		Parks	-	0.120	-	-	0.120	-	-	-	0.120	-	-	-	0.120
		Waste, Recycling and Fleet	0.386	0.322	-	-	0.708	-	-	-	0.708	-	-	-	0.708
		Community Safety	-	0.800	-	-	0.800	-	-	-	0.800	-	-	-	0.800
		Environmental Health & Trading Standards	0.020	-	-	-	0.020	-	-	-	0.020	-	-	-	0.020
Health, Adults & Social Care	Approved Programme	Adult Social Care	1.858	1.762	2.027	-	5.647	-	2.165	1.450	-	-	0.414	1.619	5.647
		Public Health	3.278	3.302	-	-	6.579	0.104	1.594	4.882	-	-	-	-	6.579
	Approved Rolling Programme	Adult Social Care - DFG	-	0.300	0.300	0.300	0.900	0.900	-	-	-	-	-	-	0.900
Housing & Regeneration	Approved Programme	Asset Maximisation	0.820	0.979	-	-	1.799	-	0.065	0.220	-	1.514	-	-	1.799
		Business & Economic Growth	0.155	0.435	-	-	0.590	0.590	-	-	-	-	-	-	0.590
		London Square	0.869	0.030	-	-	0.899	-	-	0.899	-	-	-	-	0.899
		Registered Providers Grant Scheme	-	0.200	-	-	0.200	-	-	-	-	-	0.200	-	0.200
		Carbon Offsetting	1.707	2.809	0.873	0.039	5.428	0.060	5.368	-	-	-	-	-	5.428
		High Street & Town Centre	1.002	1.038	-	-	2.040	-	1.182	0.858	-	-	-	-	2.040
		Tower Hamlets Town Hall	3.895	1.899	0.041	-	5.835	-	-	-	-	-	-	5.835	5.835
		Approved Rolling Programme	DFG (Post Jul 03)-Mandatory	1.207	1.700	1.700	-	4.607	4.607	-	-	-	-	-	-
	Investment Works - LBTH assets	2.009	1.991	2.000	2.000	8.000	-	-	-	-	0.198	-	7.802	8.000	
	Invest to Save Programme	Conversion to TA 1-4-1	-	0.252	0.250	-	0.502	-	-	-	-	0.201	0.301	-	0.502
Purchase of Accom for TA 1-4-1 receipts	1.300	1.311	-	-	2.611	-	-	-	-	1.567	1.045	-	-	2.611	
Resources	Approved Programme	IT - Smarter Working	0.454	0.300	-	-	0.754	-	-	-	-	-	-	0.754	0.754
		Community Safety	-	1.000	-	-	1.000	-	0.300	0.700	-	-	-	-	1.000
		Customer Services	0.027	0.354	-	-	0.380	-	0.380	-	-	-	-	-	0.380
	Approved Rolling Programme	IT - Rolling programme	1.515	3.200	3.500	0.552	8.767	-	-	-	-	-	-	8.767	8.767
Grand Total			88.862	128.282	59.672	14.301	291.117	104.564	53.480	54.095	5.483	5.321	1.859	66.316	291.117

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General Fund (GF) Growth

Project	Growth Item Years					Total Growth Items Funding							
	Growth 2023-24	Growth 2024-25	Growth 2025-26	Growth 2026-27	Sum of Total Programme	Grants	S106	CIL	LIF	Capital Receipts	RTB Receipts	Prudential Borrowing	Total Funding
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Institute of Academic Excellence (IAE)	0.500	8.500	5.000	1.000	15.000	-	9.110	5.890	-	-	-	-	15.000
Mulberry London Dock - Expansion	-	10.378	0.750	-	11.128	11.128	-	-	-	-	-	-	11.128
Lochnagar Bridge	-	1.537	3.174	-	4.711	3.174	1.537	-	-	-	-	-	4.711
Streetlighting Replacement	-	3.780	-	-	3.780	-	3.780	-	-	-	-	-	3.780
C&I Rolling Budget	-	-	-	3.000	3.000	3.000	-	-	-	-	-	-	3.000
Beatrice Tate Special School - Expansion	-	2.050	0.400	-	2.450	2.450	-	-	-	-	-	-	2.450
Sports Facilities in Parks	-	0.459	1.450	0.391	2.300	-	2.300	-	-	-	-	-	2.300
Cherry Trees / Antill Rd	-	0.050	2.027	-	2.077	-	2.077	-	-	-	-	-	2.077
Blackwall Reach DLR	-	0.500	1.500	-	2.000	-	2.000	-	-	-	-	-	2.000
Culturally Sensitive Misuse Treatment Centre	-	1.510	-	-	1.510	-	-	1.510	-	-	-	-	1.510
Additional Rubbish and Recycling Bins	-	1.485	-	-	1.485	-	-	1.485	-	-	-	-	1.485
Marsh Wall Environmental and Highways Improvement	-	1.100	0.200	-	1.300	-	1.300	-	-	-	-	-	1.300
Residential Energy Efficiency Project	0.400	0.700	-	-	1.100	-	1.100	-	-	-	-	-	1.100
High Needs Works for Schools	-	1.086	-	-	1.086	1.086	-	-	-	-	-	-	1.086
Prestons Road	-	0.780	0.100	0.120	1.000	-	1.000	-	-	-	-	-	1.000
Women's Resource Centre (with a focus on Bangladeshi women)	-	1.000	-	-	1.000	-	1.000	-	0.700	-	-	-	1.000
Investment Work LBTH Assets Mechanical	-	-	-	0.871	0.871	-	-	-	-	-	-	0.871	0.871
Middlesex Street Regeneration Programme	-	0.850	-	-	0.850	-	0.472	0.378	-	-	-	-	0.850
Parks - Play Ground Upgrades	-	-	0.448	0.381	0.829	-	0.829	-	-	-	-	-	0.829
Wood Wharf Expansion	0.200	0.604	-	-	0.804	-	0.804	-	-	-	-	-	0.804
Secondary Schools Universal Free School Meals (UFSM)	0.652	0.140	-	-	0.792	-	-	0.792	-	-	-	-	0.792
Parks - Council Managed Parks (QP2)	-	0.785	-	-	0.785	-	0.785	-	-	-	-	-	0.785
Investment Works LBTH Assets Fabrication/Buildings	-	-	-	0.738	0.738	-	-	-	-	-	-	0.738	0.738
Parks - Tower Hamlets Estates	-	0.390	0.315	-	0.705	-	0.705	-	-	-	-	-	0.705
Plumbers Row	-	0.502	0.100	-	0.602	-	0.602	-	-	-	-	-	0.602
Remote Monitoring of Street Lighting	-	0.500	-	-	0.500	-	0.500	-	-	-	-	-	0.500
Inclusive Growth Affordable Workspace	-	0.435	-	-	0.435	0.435	-	-	-	-	-	-	0.435
Poplar High Street	-	0.281	0.150	-	0.431	-	0.431	-	-	-	-	-	0.431
Poplar Baths Gaming Pitch	-	0.430	-	-	0.430	-	-	-	-	-	-	0.430	0.430
Investment Work LBTH Assets Electrical	-	-	-	0.391	0.391	-	-	-	-	-	-	0.391	0.391
Ford Square and Cavell Street Gardens	0.282	0.087	-	-	0.369	-	0.369	-	-	-	-	-	0.369
Idea Store - Watney Market Learning Labs	-	0.355	-	-	0.355	-	0.355	-	-	-	-	-	0.355
Bromley-by-Bow Environmental & Highway Improvements	-	0.252	0.100	-	0.352	-	0.352	-	-	-	-	-	0.352
City Island	-	0.200	0.100	-	0.300	-	0.300	-	-	-	-	-	0.300
Idea Stores IT Hardware	-	0.300	-	-	0.300	-	0.300	-	-	-	-	-	0.300
Care Technology Transformation	-	0.300	-	-	0.300	-	0.036	0.264	-	-	-	-	0.300
Tredegar Centre	0.276	-	-	-	0.276	0.276	-	-	-	-	-	-	0.276
South Quay	0.259	-	-	-	0.259	0.259	-	-	-	-	-	-	0.259
Bigland Street and Walburg Street	-	0.242	-	-	0.242	-	-	0.242	-	-	-	-	0.242
Essential H&S Works to St Saviours Playground	-	0.200	-	-	0.200	-	0.200	-	-	-	-	-	0.200
Fridges and Freezers, Poplar Public Mortuary	-	0.190	-	-	0.190	-	-	-	-	-	-	0.190	0.190
Bigland Street and Walburg Street	-	0.082	0.075	-	0.157	-	0.157	-	-	-	-	-	0.157
Leading Inclusive Futures through Technology – (LIFT) Affordable Workspace	0.155	-	-	-	0.155	0.155	-	-	-	-	-	-	0.155
Coroner's Court co-location to Bromley Public Hall	-	0.088	-	-	0.088	-	-	-	-	-	-	0.088	0.088
Quality Parks	-	0.067	-	-	0.067	-	0.067	-	-	-	-	-	0.067
Norman Grove (Adult Social Care element)	-	0.065	-	-	0.065	-	-	0.065	-	-	-	-	0.065
Floating Island	0.060	-	-	-	0.060	0.060	-	-	-	-	-	-	0.060
Island Gardens Café	0.036	0.010	-	-	0.046	-	0.046	-	-	-	-	-	0.046
Watney Market Stalls	-	-	0.050	-	0.050	-	0.050	-	-	-	-	-	0.050
School Super Zone	0.030	-	-	-	0.030	0.030	-	-	-	-	-	-	0.030
Chrisp Street Idea Store Improvements	0.022	-	-	-	0.022	-	0.022	-	-	-	-	-	0.022
General Fund (GF) Total Growth	2.873	42.268	15.939	6.892	67.972	22.053	31.885	11.326	-	-	-	2.708	67.972

General Fund (GF) Reductions

Project	Reduction Item Years					Total Reduction Items Funding							
	Reductions 2023-24	Reductions 2024-25	Reductions 2025-26	Reductions 2026-27	Sum of Total Programme	Grants	S106	CIL	LIF	Capital Receipts	RTB Receipts	Prudential Borrowing	Total Funding
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Local Infrastructure (LIF)	(4.614)	(7.752)	-	-	(12.366)	-	-	-	(12.366)	-	-	-	(12.366)
S106 Funded TFL schemes	(2.020)	(3.141)	-	-	(5.161)	-	(5.161)	-	-	-	-	-	(5.161)
Liveable Streets	(2.962)	-	-	-	(2.962)	-	(2.962)	-	-	-	-	-	(2.962)
Arnhem Wharf Damp Permanent Resolution	(0.013)	(2.937)	-	-	(2.950)	(2.950)	-	-	-	-	-	-	(2.950)
S106 Funded PR Schemes	(2.303)	-	-	-	(2.303)	-	(2.303)	-	-	-	-	-	(2.303)
Improving Air Quality (rapid charger)	(1.847)	-	-	-	(1.847)	(1.847)	-	-	-	-	-	-	(1.847)
Carbon Offsetting Projects	-	-	(1.100)	-	(1.100)	-	(1.100)	-	-	-	-	-	(1.100)
Idea Store Whitechapel/Cultural Campus	(1.041)	-	-	-	(1.041)	-	(1.041)	-	-	-	-	(0.030)	(1.041)
Conversion of council buildings to TA	(1.028)	-	-	-	(1.028)	-	-	-	-	-	-	(0.617)	(1.028)
Poplar High Street public realm and bus service improvements	(0.400)	(0.489)	-	-	(0.889)	-	(0.889)	-	-	-	(0.411)	-	(0.889)
Quality Parks	-	(0.765)	-	-	(0.765)	-	-	-	(0.765)	-	-	-	(0.765)
Preston's Road: Vision Zero	(0.200)	(0.349)	-	-	(0.549)	-	(0.549)	-	-	-	-	-	(0.549)
Boiler Replacement Programme	(0.377)	-	-	-	(0.377)	-	(0.377)	-	-	-	-	-	(0.377)
Community Gardens Programme	(0.312)	-	-	-	(0.312)	-	-	-	(0.312)	-	-	-	(0.312)
PLACE - Indicative Feasibility Schemes - Asset Maximisation	(0.300)	-	-	-	(0.300)	-	-	-	-	(0.300)	-	-	(0.300)
LIF Living Green Walls project	(0.279)	-	-	-	(0.279)	-	-	-	(0.279)	-	-	-	(0.279)
Protective Security Fund - Community Safety	(0.276)	-	-	-	(0.276)	-	-	(0.276)	-	-	-	-	(0.276)
Slow Charging Points	(0.248)	-	-	-	(0.248)	(0.248)	-	-	-	-	-	-	(0.248)
Inclusive Playgrounds	(0.160)	-	-	-	(0.160)	-	-	-	(0.160)	-	-	-	(0.160)
Sports Facilities in Parks	-	-	-	(0.142)	(0.142)	-	-	-	(0.142)	-	-	-	(0.142)
Brick Lane Regeneration	(0.124)	-	-	-	(0.124)	(0.124)	-	-	-	-	-	-	(0.124)
Cycle Parking Project funded by LIF	(0.072)	-	-	-	(0.072)	-	-	-	(0.072)	-	-	-	(0.072)
Streetspace Scheme Conversions	(0.066)	-	-	-	(0.066)	(0.066)	-	-	-	-	-	-	(0.066)
Wellington Way Health Centre	(0.050)	-	-	-	(0.050)	-	(0.050)	-	-	-	-	-	(0.050)
C&I Rolling Budget	(0.047)	-	-	-	(0.047)	(0.047)	-	-	-	-	-	-	(0.047)
Raines Foundation School	(0.043)	-	-	-	(0.043)	(0.008)	(0.035)	-	-	-	-	-	(0.043)
Roman Road West Regeneration Programme	(0.030)	-	-	-	(0.030)	-	(0.030)	-	-	-	-	-	(0.030)
School Super Zone	(0.030)	-	-	-	(0.030)	(0.030)	-	-	-	-	-	-	(0.030)
Whitechapel Traffic rationalisation	(0.025)	-	-	-	(0.025)	(0.025)	-	-	-	-	-	-	(0.025)
Signage, Interpretation, Heritage	(0.013)	-	-	-	(0.013)	-	(0.013)	-	-	-	-	-	(0.013)
Air Quality Audits / Green Screens for Primary Schools Exposed to High Pollution	(0.008)	-	-	-	(0.008)	-	(0.008)	-	-	-	-	-	(0.008)
Restoration of the Hale Street - Poplar Rates Rebellion Mural	(0.003)	-	-	-	(0.003)	-	(0.003)	-	-	-	-	-	(0.003)
General Fund (GF) Total Reductions	(18.891)	(15.433)	(1.100)	(0.142)	(35.565)	(5.344)	(14.493)	(0.276)	(14.095)	(0.300)	(0.411)	(0.647)	(35.565)

Housing Revenue Account (HRA) Growth

Project	Growth Item Years					Total Growth Items Funding							
	Growth 2023-24	Growth 2024-25	Growth 2025-26	Growth 2026-27	Sum of Total Programme	Grants	S106	Major Repairs Reserve	Revenue Reserves & Leaseholder Contributions	Capital Receipts	RTB Receipts	Prudential Borrowing	Total Funding
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
2023-27 Rolling programme	(2.500)	2.100	1.100	34.000	34.700	-	-	16.327	11.410	-	-	-	34.700
Culturally Sensitive Extra Care Housing Development	-	5.000	15.000	-	20.000	-	-	-	-	8.000	-	12.000	20.000
Housing Revenue Account (HRA) Total Growth	(2.500)	7.100	16.100	34.000	54.700	-	-	16.327	11.410	8.000	-	18.963	54.700

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Capital Budget by Programme 2023-27 - Housing Revenue Account (HRA)

Appendix 8D

Directorate	Programme	Capital Budget 2023-27					Total Capital Budget Funding									
		Revised Budget 2023-24	2024-25	2025-26	2026-27	Sum of Total Programme	GLA Grant	S106	GF Capital Receipts	HRA Capital Receipts	GLA RTB Receipts Grants	RTB Receipts	Prudential Borrowing	Major Repairs Reserve	Revenue Reserves & Leaseholder Contributions	Total Funding
		£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Housing & Regeneration	New Councils Homes Programme	46.974	93.057	129.932	74.143	344.107	19.857	20.691	-	61.041	11.675	61.689	144.561	0.349	24.245	344.107
	Approved Programme Projects	1.280	2.658	0.128	-	4.066	-	-	1.862	-	-	-	-	2.203	-	4.066
Housing & Regeneration	Total	48.254	95.715	130.060	74.143	348.172	19.857	20.691	1.862	61.041	11.675	61.689	144.561	2.552	24.245	348.172
Housing	Rolling programme	23.903	23.000	28.000	34.000	108.903	-	-	-	-	-	-	6.963	73.693	28.247	108.903
Housing	Total	23.903	23.000	28.000	34.000	108.903	-	-	-	-	-	-	6.963	73.693	28.247	108.903
HRA	Total	72.157	118.715	158.060	108.143	457.075	19.857	20.691	1.862	61.041	11.675	61.689	151.524	76.245	52.492	457.075

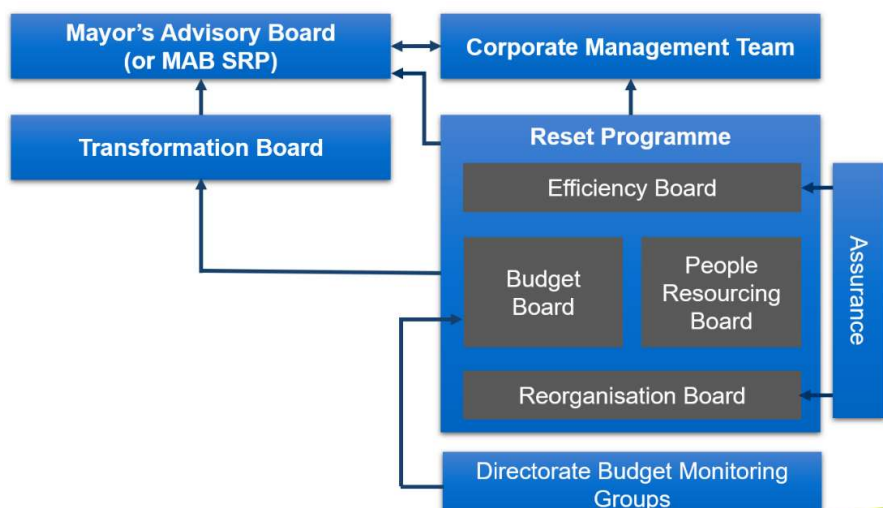
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Overview of Governance Arrangements

The Council is undergoing a transformation programme to make sure we are achieving the council's agreed priorities, Mayor's ambitions for the borough and the objectives set out in the Strategic Plan in a more efficient and financially sustainable manner with evidence the programme is embedding into the organisation through the improved overall forecast General Fund outturn position reported.

Boards have been set up to drive the transformation and achieve those efficiencies detailed in our Medium-Term Financial Strategy (MTFS). These boards have been set up to bring much more rigour to the financial management process, in part based on the annual underachievement of savings targets over a number of years and will help to reorganise and restructure the council and are subject to on-going quarterly review to ensure they are working as effectively as possible.

The diagram below shows how these new governance arrangements for the transformation of the Council operate:



A key element of these arrangements is the Budget Board, which is chaired by the Section 151 Officer and leads on approving budget efficiencies, including saving targets, budget growth requests and in-year variances.

In addition, the Council is also reviewing its Target Operating Model to guide the organisations evolution towards one that places more emphasis upon the needs and aspirations of the people of our Borough and the users of our services.

Directorates have been issued with additional savings targets to achieve and proposals will progress through the new governance framework to ensure they are deliverable, and all potential savings are identified. Savings that can be taken in year will be identified as part of this process.

A corporate savings target has also been set for the Corporate Restructure Initiative. There are three drivers that necessitate a review of the departmental structures for the Council's services. These are: -

- To ensure staff resource is better aligned to the Council's priorities
- To ensure that the services we offer are as efficient and customer focused as they can be
- To provide an accelerated contribution to the delivery of £40m of realisable recurring savings required over the coming medium term to secure a financially sustainable position in line with our financial strategy.

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Budget Consultation 2023

On behalf of London Borough of Tower Hamlets

December 2023 (V01)



Prepared by

SMSR
RESEARCH

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Headline Findings

Residents and businesses across the borough feel that Public Health and Community Safety should be prioritised by the council with around half ranking these services in their top three priorities. The findings are consistent with the top two priorities identified in the previous budget consultation, undertaken in 2021.

Other prominent services included Housing (32%) and Economic Growth and Job Creation (29%); the latter being favoured amongst younger people. Services less likely to be ranked highly include Culture, Libraries and Parks (15%) and Highways and Transport Services (6%).

Respondents ranked Parking Services (42%) as the paid service they use the most from those that the council provides; nearly three quarters of businesses (72%) ranked Parking Services highly. Waste Collection was the next most prominent service (29%) and 27% said they do not use any paid services provided by the council. Residents of Tower Hamlets were more likely to rank Sports and Physical Activity (29%) and Arts, Parks and Events (28%) highly.

A tenth say they would be prepared to support an increase to their council tax (11%) with the majority in opposition (84%). Support for a rise generally increased with age and residents were more likely to support this action rather than businesses. Support has decreased significantly since 2021 (42% in favour).

Support for an increase in council tax above 1% was also low with less than a tenth prepared to support such a rise (9%). Almost a fifth say they would support an increase between 0% and 1% (17%), leaving three-quarters in opposition to any proposed increase (74%).

More people across the borough support an adult social care precept as an additional council tax charge to fund services within this sector (31%). Higher levels of support for this increase were found amongst those aged 65 and over (68%) compared to other age groups. Support has receded from 58% recorded in the 2021 survey. Three-fifths say they do not support this additional precept (60%) and a tenth were unsure (10%).

Two-thirds (67%) support the Council expanding its approach to income generation so it can continue to protect frontline services and limit the impact of government cuts. A decrease in support was noted since 2021 (85%), although the majority support the approach.

Introduction

Background

This year, Tower Hamlets Council are spending £1.4 billion gross expenditure (£445.5 million net expenditure budget) on public services to support residents and the wider community.

Almost half of the council's net budget is being spent on vital adult social care services and important services for children. The borough also has a growing population and increased numbers of vulnerable residents with complex and on-going support needs.

More than a decade of government austerity has seen the council's central government funding continue to fall. At the same time, the council is investing in the future of the borough and working with partners to protect residents from the negative impacts of the cost of living crisis.

The council has made savings of over £200 million from their budget since 2010, and it is expected that they will need to make further savings of £40 million over the next two years.

Despite the challenges from government budget cuts and the increasing demands of a growing population, Tower Hamlets Council is proud to continue their flagship programme of significant investment in vital frontline services, and to have one of the lowest rates of council tax in London.

The council wants to hear the views of residents, businesses, and other stakeholders as they progress work to establish the budget for next year.

Report structure

This report includes headline findings for each question combined with insight based on demographic trends. It should be noted that when the results are discussed within the report, often percentages will be rounded up or down to the nearest one per cent. Therefore, occasionally figures may add up to 101% or 99%. Due to multiple responses being allowed for the question, some results may exceed the sum of 100%.

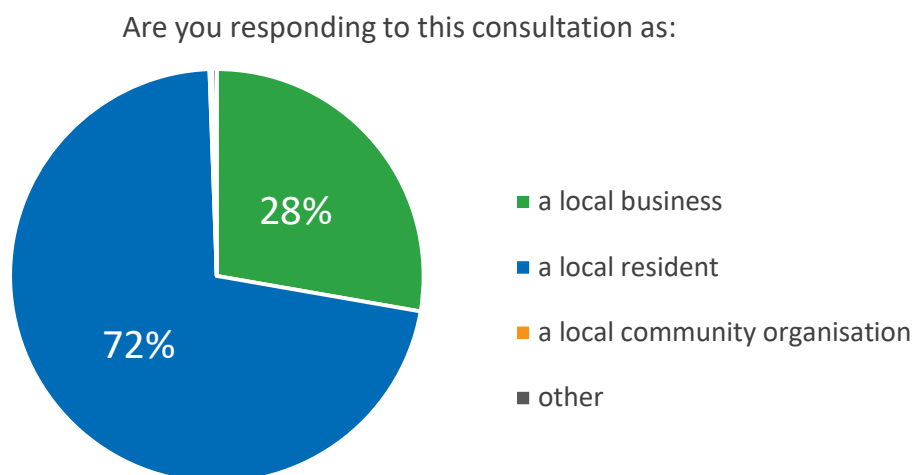
Trends identified in the reporting are statistically significant at a 95% confidence level. This means that there is only 5% probability that the difference has occurred by chance (a commonly accepted level of probability), rather than being a 'real' difference. Unless otherwise stated, statistically significant trends have been reported on.

Sample / Methodology

An interviewer led questionnaire was designed by staff from Tower Hamlets Council with support from SMSR Ltd and surveys collected using CAPI (Computer Aided Personal Interviewing) and CATI (Computer Aided Telephone Interviewing) methodology. The survey script mirrored an online consultation open to all residents, businesses, and local organisations in the borough, located on the Council's website.

Interviews with residents were collected using random quota sampling to maximise representation across the borough and the sample collected is broadly accurate. Target quotas for age, gender and ethnicity were set using the most recent ONS figures available for the residents' consultation with representation from each of the wards within the borough. Quotas for business interviews were set by business size.

Respondents were asked to identify as a local resident, a local business, or a community group:



A total of 1,931 residents, businesses and community groups took part in the consultation, overall. A representative sample of 1,100 residents were interviewed by SMSR Ltd using residents on the street, via telephone or at the Council's Ideas Stores. A further sample of 501 businesses were interviewed by SMSR Ltd, using the same methodology. In addition, a total of 330 residents, businesses and community groups responded to an online consultation, hosted on the Council's website. Overall, almost three-quarters responded as a local resident (72%), just over a quarter responded as a business (28%) and less than 1% via a local community organisation (4 respondents) or in another way (7 respondents). All responses have been combined in this report.

The consultation ran from Monday 23rd October to Monday 4th December 2023.

Resident Sample Breakdown

The following tables show the demographic breakdown of all respondents who participated in the research and identified themselves as a local resident (1,384). Please note that not all residents provided demographic information.

Gender (n=1384)	Number	Percentage of sample
Male	683	49%
Female	653	47%
Prefer not to say	48	3%

Age (n=1384)	Number	Percentage of sample
16-24	174	13%
25-34	407	29%
35-44	306	22%
45-54	221	16%
55-64	145	10%
65+	107	8%
Prefer not to say	24	2%

Ethnicity (n=1384)	Number	Percentage of sample
White Background	604	44%
Ethnic Minority Background	754	54%
Prefer not to say	26	2%

Ward (n=1096)	Number	Percentage of sample*
Bethnal Green East	71	6%
Bethnal Green West	70	6%
Blackwall & Cubitt Town	72	7%
Bow East	76	7%
Bow West	54	5%
Bromley North	44	4%
Bromley South	48	4%
Canary Wharf	64	6%
Island Gardens	54	5%
Lansbury	68	6%
Limehouse	23	2%
Mile End	78	7%
Poplar	27	2%
Shadwell	47	4%
Spitalfields & Banglatown	48	4%
St Dunstan's	52	5%
St Katharine's & Wapping	42	4%
Stepney Green	44	4%
Weavers	47	4%
Whitechapel	67	6%

*Please note that no geographical information was collected during the online consultation.

Business Sample Breakdown

The following tables show the breakdown business who responded to the consultation:

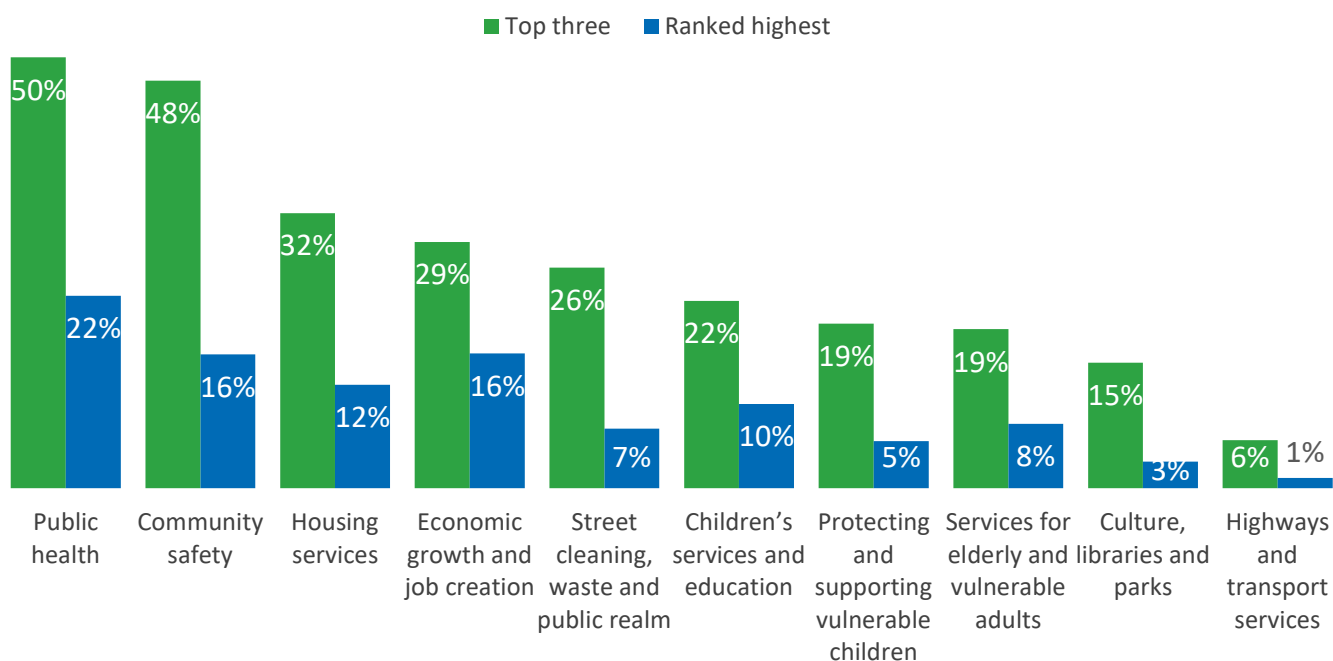
Business size (n=511)	Number	Percentage of sample
Micro (1-9 employees)	328	64%
Small (10-49 employees)	178	35%
Medium (50-249 employees)	4	1%
Large (250+ employees)	1	0%

Ward (n=528)	Number	Percentage of sample
Bethnal Green East	21	4%
Bethnal Green West	20	4%
Blackwall & Cubitt Town	9	2%
Bow East	45	9%
Bow West	29	5%
Bromley North	11	2%
Bromley South	6	1%
Canary Wharf	13	2%
Island Gardens	12	2%
Lansbury	32	6%
Limehouse	9	2%
Mile End	72	14%
Poplar	7	1%
Shadwell	29	5%
Spitalfields & Banglatown	71	13%
St Dunstan's	18	3%
St Katharine's & Wapping	14	3%
Stepney Green	13	2%
Weavers	44	8%
Whitechapel	53	10%

Main Findings

Respondents were asked to rank which services they think the council should prioritise from a list.

With limited resources available, please tell us which services you think the council should prioritise?



Around half rank Public Health (50%) and Community Safety (48%) in three services to prioritise. When considering the services respondents ranked as most important, Public Health scored highest (22%) alongside Community Safety (16%) and Economic Growth and Job Creation (16%). In the previous budget consultation, conducted during 2021, Public Health and Community Safety were both viewed as priority services (with Public Health succeeding Community Safety as the number 1 ranked priority during 2023), highlighting consistency in attitudes towards the importance of these areas of council provision. Culture, Libraries and Parks and Highways and Transport Services were viewed as lesser priorities, overall.

More than half of those aged 35-44 (53%) and 45-54 (55%) included Public Health in their top three ranked priorities as did almost three-fifths of those aged 65 or over (59%). Fewer respondents aged below 35 chose this option with younger respondents significantly more likely to include Economic Growth and Job Creation in their top three compared to older respondents.

Respondents from an ethnic minority background were more likely to believe that Public Health should be prioritised compared to White people (55% vs 44%), particularly amongst Asian (56%) and Black (56%) communities.

Those who identified as disabled were more inclined to rank Public Health as a priority compared to non-disabled respondents (57% vs 50%) and this cohort also placed high importance on Services for Elderly and Vulnerable Adults (43% compared to 15% non-disabled).

More than two thirds of those responding from Lansbury (69%), Limehouse (66%), Spitalfields and Banglatown (66%) and St Dunstan's (66%) felt that Public Health should be prioritised. Three quarters of those in popular mentioned Community Safety as a priority (75%).

When comparing the three samples of representative residents, businesses, and online respondents, Public Health was deemed less important by online respondents (29%) compared to the representative residents' sample (52%) and businesses (61%). Online respondents were significantly more likely to prioritise Children's Services and Education (43%) and Street Cleaning, Waste, and Public Realm (42%).

The council charges for a number of services in addition to Council Tax and Business Rates. Respondents were asked to rank the services they use the most from a list of services. For some services, an explanation on fees was provided for clarity. The chart below shows the top 5 ranked services:

Please select the services below you use the most (Top 5 ranked)



The highest used paid services were Parking (42%) and Waste Collection (29%). Just over a quarter revealed they did not use any of the paid provisions that the council provide (27%). Just under a quarter said they pay for Sports and Physical Activity Services (24%) or Arts, Parks, and Events (22%). Lesser used paid services include Planning and Building Control (7%), Idea Stores (7%) and Venue Hire (6%).

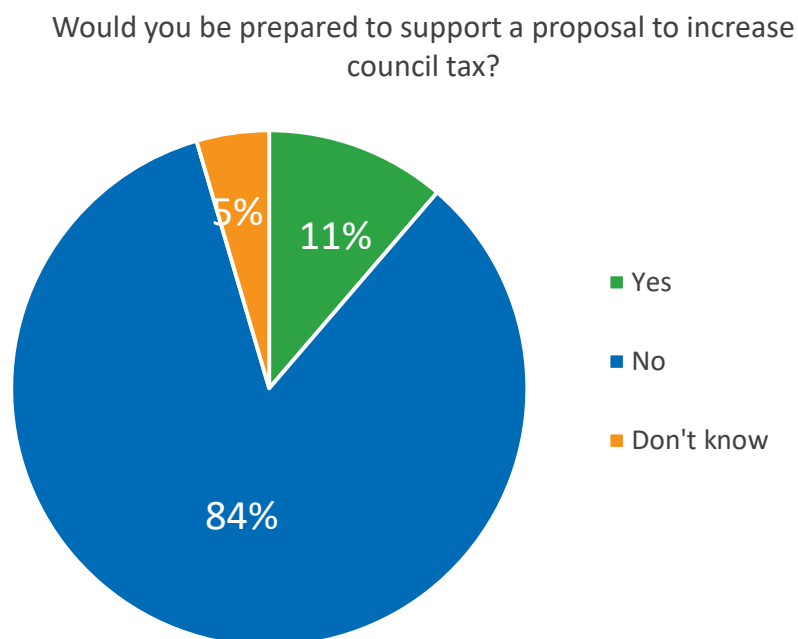
Higher ranking of Parking and Waste Collection Services were driven by businesses rather than residents with almost three quarters of business respondent ranking Parking Services highly (72%). Half of those responding on behalf a business ranked Waste Collection as important (51%) compared to a fifth of residents (21%). Residents were more likely to rank Parking (30%), Sports and Physical Activity Services (29%) and Arts, Parks and Events (28%) higher.

More than half of those aged 45-54 (52%) and 55-64 (57%) ranked Parking Services highly, compared to just a fifth (20%) of those aged under 25, who were more likely to use Sports and Physical Activity Services (32%). Males were also significantly more likely to rank Parking Services highly compared to females (49% vs 32%). People from an Ethnic Minority Background ranked Parking Services higher than White people (44% vs 38%), in particular, the Asian Community (46%).

Those based in Bow East (63%), Bromley North (84%), Bromley South (61%) and Mile End (59%) were more likely to rank Parking Services higher.

Waste Collection services was ranked higher amongst those aged 45-54 (40%) and 55-64 (41%) compared to other age groups. Those who identified as having a disability also ranked Waste Collection Service higher (35% vs 28%, non-disabled), together with Arts, Parks, and Events (31% vs 20% non-disabled).

Respondents were asked if they would be prepared to support a proposal to increase council tax:



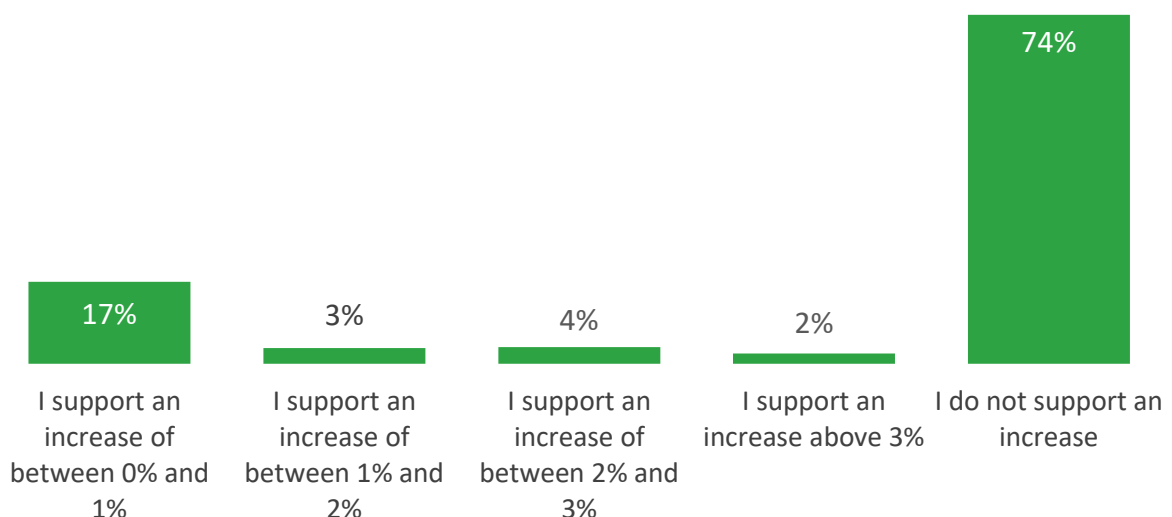
Around a tenth (11%) say they would be prepared to support an increase in their council tax. More than 8 in every 10 do not support a raise and a small percentage were unsure (5%). The percentage of respondents who support an increase has receded significantly since the 2021 consultation (42%) and may be explained to a large extent by the current cost of living crisis affecting the country.

Higher levels of support for an increase could be found amongst those over the age of 65 (19%), compared to just 4% amongst those under the age of 25. Support generally increases with age. Almost a fifth of White people said they would support an increase (18%) compared to 7% amongst those from an Ethnic Minority Background, with lowest levels found amongst Asian (6%) and Black people (4%) in this respect.

Overall, residents were more likely to support an increase in council tax compared to businesses (13% vs 5%). Furthermore, around a third of those responding online supported a rise (34%).

Any council wishing to raise council tax higher than a threshold set by central government will have to hold a local referendum. For 2024/25, the government have announced a threshold of 3% for a Council Tax referendum. In this context, respondents were asked which percentage of increase they would support most:

We would like to seek your view on which of the following Council Tax increases you would support most:



Around a quarter say they would support some level of increase with just less than a fifth (17%) stating they would back an increase between 0% and 1%. Almost three quarters confirmed they would not support any increase in council tax (74%), increasing from 45%, in 2021.

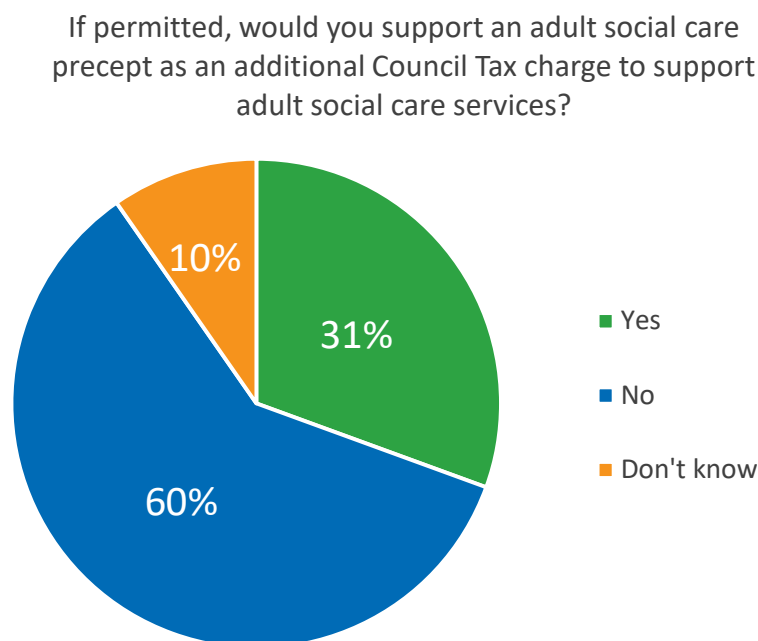
Support for an increase between 0% and 1% was more prominent amongst those aged between 35 and 64 and White people (20% vs 16% Ethnic Minority Background), particularly compared to Black people (8%).

Younger people aged under 25 (84%) were more likely to oppose any level of increase, compared to older respondents, as were respondents from an Ethnic Minority Background compared to White people (80% vs 63%).

Those in Blackwall and Cubitt Town, Poplar, Weavers and Whitechapel were more likely to support any form of increase (all >90%).

The government has allowed councils over the last few years to add an additional charge to their Council Tax for adult social care to support some of their most vulnerable residents. This is called the adult social care precept and is capped at 2%. We estimate that the additional cost pressures to the council for adult social care services in 2024/25 will be circa £7m, although this could be higher.

The council has to meet these costs whether or not it increases council tax or other income, therefore, if it doesn't increase its income, savings have to be found elsewhere. Respondents were asked, if permitted, would they support an adult social care precept to support adult social care services:



Overall, just under a third (31%) would support an additional Council Tax charge to support adult social care services. The majority (60%) do not support this proposal and a tenth did not know (10%). Compared to the same question posed in the previous budget consultation, this represents a significant fall in support from 58% during 2021.

Significantly higher levels of support were found amongst those aged 65 or over (68%) compared to all other age groups with females also more likely to be amiable the additional

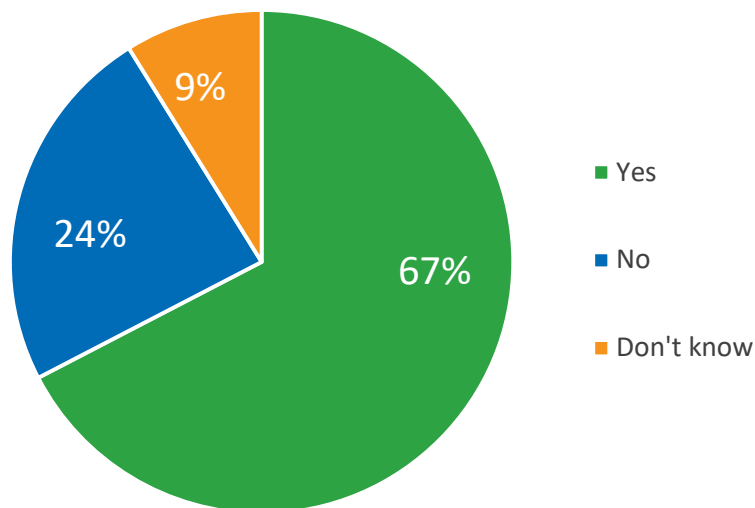
charge, compared to males (34% vs 29%). Two-fifths of White respondents (40%) backed a potential charge compared to a quarter of those from an Ethnic Minority Background (25%) with Black people, less likely to support the proposal (21%).

More than two-fifths of those who identified as disabled supported the proposal (44%), significantly more than those who did not identify in this way (29%). More than two-fifths of those in Bethnal Green West (40%), Bromley North (42%), Canary Wharf (47%) and Poplar (44%) were more likely to favour an adult social care precept to support adult social care services with people responding from Bethnal Green East, Lansbury, St Dunstan's and Stepney Green, less likely (all <20%).

Finally, the Council is looking at ways it can generate income to contribute towards the budget shortfall and minimise the impact of cuts on its services.

One of the ways the Council already generates income is by hiring out its unique council-owned assets such as parks for events and filming, and the use of venues for ceremonies and sporting activities. Participants were asked if they supported this approach to income generation.

Do you support the council expanding this approach to income generation so we can continue to protect frontline services, and limit the impact of government cuts?



Around two-thirds say they support this approach to income generation (67%). A quarter do not support this action (24%) and less than a tenth was unsure (9%). During 2021, 85% were in favour of the approach, confirming a significant decrease in support during 2023, although the majority still approve.

Almost three quarters of those aged 45-54 (73%) and 55-64 (74%) approved of the approach compared to 56% of those aged 16-24. Those responding from Bow West, Bromley North, Bromley South and Mile End were more likely to support council expanding its approach to income generation (all >80%). Those in Blackwall and Cubitt Town (27%), Limehouse (34%) and Stepney Green (20%) were least likely to favour this approach.

Levels of support were higher amongst those responding on behalf of a business compared to residents (87% vs 60%).

Appendices

Ethnicity Sample

Care was taken to ensure the sample included representation from all demographic groups within the borough and was aligned to the 2021 census amongst the resident sample. An expanded breakdown of ethnic background, overall, can be found below:

Ethnicity (n=1931)	Number	Percentage of sample
White - English, Welsh, Scottish, Northern Irish or British	496	26%
White - Irish	43	2%
White - Gypsy or Irish Traveller	0	0%
White - Roma	1	0%
White - Any other background	180	9%
Mixed or Multiple ethnic groups - White and Black Caribbean	33	2%
Mixed or Multiple ethnic groups - White and Black African	18	1%
Mixed or Multiple ethnic groups - White and Asian	40	2%
Mixed or Multiple ethnic groups - Any other background	13	1%
Asian or Asian British - Indian	166	9%
Asian or Asian British - Pakistani	121	6%
Asian or Asian British - Bangladeshi	453	23%
Asian or Asian British - Chinese	49	3%
Asian or Asian British - Any other background	33	2%
Black or Black British - Caribbean	57	3%
Black or Black British - Somali	70	4%
Black or Black British - Other African	72	4%
Black or Black British - Any other background	1	0%
Other ethnic group - Arab	50	3%
Other ethnic group - Any other ethnic group	2	0%
Prefer not to say	33	2%



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Glossary of terms – Local Government Finance

Autumn Statement – a statement made by the Chancellor of the Exchequer in which he updates the House of Commons on the state of the economy and announces tax and spending decisions. It sets out the government's tax and spending plans for the year ahead, affecting the take-home pay and household budgets of millions of people, as well as the funding for key public services.

Balances – the cash which the authority uses in the normal course of its business to aid cash management and meet contingencies not otherwise provided for. These are also known as Reserves.

Base Budget – the budget from the previous year is taken forward to create the initial budget for the next year before inflation and other adjustments such as budget pressures and savings are added/deducted.

Billing Authorities – the tier of local authority who are responsible for the billing and collection of 'Council Tax' and 'Business Rates' in its local area. London Boroughs collect for the Greater London Authority and business rates for Central Government.

Budget – The Council's aims and policies set out in financial terms, against which performance is measured. Both capital and revenue budgets are prepared each financial year.

Budget Gap – where the estimated expenditure is higher than the estimated income in a budget, there is said to be a 'budget gap'.

Business Rates – National Non-Domestic Rates ('NNDR') – the tax raised on nondomestic properties, based each year on a 'Business Rates Multiplier' applied to an assessment of the value of the property. This is the means by which local businesses contribute to the cost of local services. Tower Hamlets is also part of a Business Rates pool so business rates are pooled with other London authorities.

Business Rates Baseline Funding Level – the amount of 'Business Rates' income the Government believes a local authority needs to deliver local services. This is the Council's share of the 'Business Rates' income.

Business Rates Reset – this is the mechanism used by Government to redistribute the 'Business Rates' growth retained by some councils back into the Business Rates system. This could have a significant impact on the business rates retained by the District Council. The Business Rates Reset has been delayed for successive years and the current budget modelling has assumed that it will be delayed until at least 2026/27.

Business Rates Retention - the system under which the Council is able to keep a proportion of the 'Business Rates' raised in any year in excess of a baseline measure.

Business Rates Tariff – a local authority must pay a levy (tariff) if its individual 'Business Rates Baseline' is greater than its baseline funding level. Conversely a local authority will receive a **Business Rates Top-Up** if its baseline funding level is greater than its 'Business Rates Baseline'. Tower Hamlets is a Top-Up authority.

Business Rates Multiplier – the annual amount established by central government used in the calculation of the 'Business Rates' bill. This amount is multiplied by the businesses rateable value to derive the size of the 'Business Rates' bill for the year. For 2024-25 the small business multiplier will remain at 49.9 pence with the standard multiplier at 54.6 pence.

Business Rates Pool – an agreement between neighbouring councils to add together to combine their 'Business Rates' activities in a pool. This is designed to maximise the ability for councils to retain 'Business Rates' locally. Tower Hamlets is part of a pool with 8 other London authorities.

Capital Expenditure – expenditure either on the acquisition of a fixed asset (e.g. land, buildings, vehicles), or expenditure which adds to and not merely maintains the value of an existing fixed asset.

Capital Financing – the Council's arrangement for meeting the cost of 'Capital Expenditure' covering grants, 'Capital Receipts' and charges to revenue over the period that will benefit from the expenditure. Capital Financing includes borrowing to fund the Capital Programme, made up of principal repayments and interest (similar to a mortgage). Borrowing can only be used to fund capital expenditure, borrowing cannot fund revenue expenditure.

Capital Programme – this provides details on the planned expenditure on capital projects over a period of years, and the resources available to fund those schemes.

Capital Financing Requirement (CFR) – is the sum of money required from external sources to fund Capital Expenditure and represents the Authority's underlying need to borrow for capital purposes.

Capital Receipts – the proceeds of sale from the disposal of assets such as land and buildings. They can be used to finance new capital expenditure, but not revenue.

Central Schools Services Block (CSSB) – was introduced in 2018-19 to fund Local Authorities for their statutory duties relating to maintained schools and academies.

CIPFA - The Chartered Institute of Public Finance and Accountancy - the accountancy body primarily concerned with public services that issues guidance on accounts preparation for local authorities.

Collection Fund – a separate, statutory, account maintained by 'Billing Authorities' such as WDBC into which 'Council Tax' receipts are paid, and from which 'Precepting

Authorities' are paid. A Collection Fund is also maintained for the collection and redistribution of 'Business Rates'.

Core Spending Power – this is the term the Government use to say how much money Councils have to run their services. It's a headline figure used by the Government to represent the key revenue resources available to local authorities, including an estimate of actual and potential 'Council Tax'.

Council Tax – a local tax on domestic properties set by local authorities and based on the value of the property within eight bands, A to H. The 'Council Tax' value of each band is expressed as a proportion of band D.

Council Tax Base – the number of properties in a local authority area from which it is estimated 'Council Tax' will be collected, expressed as the number of equivalent band D properties using pre-set ratios. The tax base can increased by building new homes as well as by increasing the 'Council Tax' Band D amount itself.

Council Tax Requirement – the amount of funding required to be raised from 'Council Tax' to meet the expenditure plans of the authority after taking into account all other funding sources such as business rates income.

Dedicated Schools Grant (DSG) – the DSG is a specific grant made under section 14 of the Education Act 2002. It is paid by the Department to local authorities to fund schools, early years, and children and young people with high needs. The grant is the main source of income for the schools budget. The Local Authority receives money from central government each year to fund schools.

Department for Education (DfE) – A government department responsible for children's services and education, including early years, schools, higher and further education policy, apprenticeships and wider skills in England.

Department for Levelling Up, Housing & Communities (DLUHC) – A government department whose work includes investing in local areas to drive growth and create jobs, delivering homes, supporting community and faith groups, and overseeing local government, planning and building safety.

Earmarked Reserves – these are amounts of money which have been set aside for a specific purpose to meet future spending plans or contingencies.

Fair Funding Review – the Fair Funding Review is a process to set new baseline funding allocations for local authorities. The review will use various factors to assess the relative needs and resources of local authorities, such as population, deprivation and sparsity. The review has been delayed for a number of years and it unclear when it will be implemented.

Fees and Charges - income raised by charging users of services directly for services used e.g. car parking income, planning income.

General Fund (GF) - the council's main revenue account which includes day to day income and expenditure on the provision of services.

General Fund Balance – also known as '**Unearmarked Reserves**' - the amount the Council has available to fund unforeseen events. It must be maintained at a sufficient level to ensure spending obligations can always be met and is set on a risk based approach. A minimum balance of £20m has been set.

Gross Expenditure - the total cost of providing services before the deduction of government grants or other income.

Housing Revenue Account (HRA) – The HRA is a ring fenced account that must be kept separate from the General Fund. It relates to the Council's function as a social landlord and is ring fenced to avoid cross subsidy between Council Tax payers and rents from tenants.

Local Council Tax Relief Scheme (LCTRS) – Since April 2013, local authorities have had the duty of determining their own scheme. This followed the Government's decision to abolish the national Council Tax benefit arrangements. LCTR is a means-tested benefit for households that have a low income which may result in them having to pay reduced or, in some cases, no Council Tax through this scheme.

Local Government Finance Settlement (LGFS) - the annual announcement by Government of the amount of grant funding to be provided for the forthcoming year. The provisional settlement is usually announced in December, with a final settlement confirmed in late January.

London Councils – is the collective of London local government, the 32 boroughs and the City of London Corporation. They come together through London Councils to work in collaboration to deliver their shared ambitions for London and Londoners.

Medium Term Financial Strategy (MTFS) - this sets out the budget strategy for the Council for the next three years.

National Schools Funding Formula (NSFF) – is the way the government decides how much core funding to allocate for mainstream state-funded schools in England.

Net Expenditure - the cost of providing a service after the deduction of specific government grants and other sources of income but excluding the use of reserves.

NNDR – National Non-Domestic Rates – see **Business Rates**

New Homes Bonus - The New Homes Bonus (NHB) scheme was introduced in 2011 to provide an incentive for local authorities to encourage housing growth in their areas. The aim of the NHB was to provide a financial incentive to reward and encourage local authorities to help facilitate housing growth.

Office of budget Responsibility (OBR) – is a non-departmental public body funded by the UK Treasury, that the UK government established to provide independent economic forecasts and independent analysis of the public finances.

Precept – the levy made by ‘Precepting Authorities’ on ‘Billing Authorities’ requiring it to collect the required income from Council Tax payers on their behalf.

Precepting Authorities – these bodies do not collect ‘Council Tax’ directly but instruct ‘Billing Authorities’ to do it on their behalf. The Greater London Authority is a precepting authority and Tower Hamlets is a billing authority.

Prudential Code - this is a code of practice agreed between Government and CIPFA that regulates local council capital spending and financing. The Code allows local authorities to set their own borrowing limits based upon affordability, sustainability and prudence.

PWLB - Public Works Loans Board - a statutory body operating within the United Kingdom Debt Management Office, which is an Executive Agency of HM Treasury. Its function is to lend money from the National Loans Fund to local authorities and other prescribed bodies, and to collect the repayments.

Reserves - amounts of money put aside to meet certain categories of expenditure. Reserves can be ‘Earmarked’ and ‘Unearmarked’.

Revenue Expenditure - comprises the day to day costs associated with running the Council’s services and financing the Council’s outstanding debt. The costs such as staff salaries, contract expenditure and general running expenses (heat, light and utilities) are financed from income.

Section 151 Officer (S151 Officer) – the responsible financial officer. Every council, by law will designate an individual officer as having legal responsibility over providing effective financial management and advice across the Council. The post holder must be a qualified member of one of the main accountancy bodies in the UK. This is currently Lisa Buckle.

SEND – Special Educational Needs or Disabilities.

Settlement Funding Assessment (SFA) - this is essentially the ‘Business Rates Baseline’ and is the amount of money the Council retains from its share of the ‘Business Rates’ income.

Unearmarked Reserves – see **General Fund Balance**

Upper Tier Authorities – in two-tier areas, this is the County Council. Tower Hamlets has both upper tier and lower tier responsibilities.

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<p>Cabinet</p> <p>31 January 2024</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Julie Lorraine Corporate Director, Resources</p>	<p>Classification: Open (Unrestricted)</p>
<p>HRA Fees and Charges 2024-25</p>	

Lead Member	Councillor Saied Ahmed, Cabinet Member for Resources and the Cost of Living
Originating Officer(s)	John Harrison, Interim Director of Finance, Procurement and Audit
Wards affected	(All Wards);
Key Decision?	Yes
Reason for Key Decision	Financial threshold
Forward Plan Notice Published	2 November 2023
Exempt information	Not applicable
Strategic Plan Priority / Outcome	All strategic plan priorities

Executive Summary

This report details the proposed changes to fees and charges for the Housing Revenue Account (HRA) for the financial year 2024-25.

Previously HRA fees and charges we set by Tower Hamlets Homes.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Approve the proposed HRA fees and charges for 2024-25 as detailed in Appendix 1.

1 REASONS FOR THE DECISIONS

- 1.1 Fees and charges are reviewed annually as part of the Council’s budget setting process. This ensures that they are set at the appropriate level for the prevailing economic conditions and represent good practice in terms of the Council’s aim to provide value for money.

2 ALTERNATIVE OPTIONS

- 2.1 Whilst the changes to existing and the introduction of new fees and charges recommended in this report follow have been reviewed, other alternatives can be adopted by Members if they so wish. The financial impact of any alternatives will need to be reflected in the HRA business plan.

3 DETAILS OF THE REPORT

3.1 BACKGROUND

- 3.1.1 There are 24 fees & charges for approval at Appendix 1. These relate to areas not covered by service charges as they are specific to individuals rather than general services.
- 3.2.1 Charges reflect benchmarking activity and cost of provision. In prior years this were set by Tower Hamlets Homes.

4 EQUALITIES IMPLICATIONS

- 4.1 The Equality Act 2010 requires the Council, in the exercise of its functions to have due regard to eliminate unlawful discrimination, harassment and victimisation, advance equality of opportunity and foster good relations between people who share a protected characteristic and those who do not.
- 4.2 Fees and charges are reviewed annually as part of the Council's budget setting process. This ensures that they are set at the appropriate level for the prevailing economic conditions and represents good practice in terms of the Council's aim to provide value for money.
- 4.3 A full Equality Impact Analysis will need to be carried out where screening indicates one is required to determine if there are any disproportionate impacts on persons who share a protected characteristic, and where appropriate, identify and take actions to mitigate against the potential impact.

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 None.

6 COMMENTS OF THE CHIEF FINANCE OFFICER

6.1 The HRA has undertaken a review of their fees and charges as part of the annual budget setting process. These are included in the HRA business plan.

7 COMMENTS OF LEGAL SERVICES

7.1 Local Authorities have certain limited freedoms to charge for discretionary services under the Local Government Act 2003. As the HRA is ring fenced there is a need to maximise income for discretionary activities requested by owner-occupiers and residents which is not directly related to the statutory housing functions in order to avoid disadvantaging tenants. The costs of administering such activities should be covered by the fees charges so that they are not subsidised by the HRA.

7.2 There are no major legal implications arising from this report as these fees and charges relate to discretionary services or charges and do not relate to matters which are controlled by statute.

7.3 In carrying out its functions, the Council must comply with the public sector equality duty set out in section 149 Equality Act 2010. This requires it to have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, to advance equality of opportunity and to foster good relations between persons who share a protected characteristic and those who do not. This duty extends to all decision making including the setting of fees and charges and is reflected at paragraph 4 of the report.

Linked Reports, Appendices and Background Documents

Linked Report

- NONE.

Appendices

- Appendix 1 – HRA Fees and Charges

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

- NONE.

Officer contact details for documents:

Chris Leslie (Head of Strategic & Corporate Finance)

Marysia Kupczyk (Head of Finance – HRA)

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Discretionary Fees and Charges

Section	Reference	Service	Description of fee and charge	Unit of Charge	2023-24 THH Charge £	2023-24 Actual Charge £	Charge rounded to nearest £	% Change	2024-25 Proposed Charge £
Leaseholder Service Charges	HRA-001	Alterations Applications	New Application	Per Application	250.00	250.00	1.00	11.6%	279.00
Leaseholder Service Charges	HRA-002	Alterations Applications	retrospective Consent Application	Per Application	350.00	350.00	1.00	11.4%	390.00
Leaseholder Service Charges	HRA-003	Alterations Applications and Subletting	Structural Surveyors Report	Per report	180.00	180.00	1.00	11.7%	201.00
Leaseholder Service Charges	HRA-004	Alterations Applications	Post Inspection	Per Inspection	125.00 - 600.00	125 - 600	10.00	11.4%	140.00 - 670.00
Leaseholder Service Charges	HRA-005	Alterations Applications	Re Inspection	Per Inspection	125.00	125.00	1.00	11.2%	139.00
Leaseholder Service Charges	HRA-006	Alterations Applications	New Floor Plans	Per Instruction	425.00 - 850.00	425.00 - 850.00	10.00	11.4%	470.00 - 950.00
Leaseholder Service Charges	HRA-007	Alterations and New Land Applications	Legal Fees	Per Instruction	950.00 - 2000.00	950.00 - 2000.00	10.00	11.4%	1060.00 - 2228.00
Leaseholder Service Charges	HRA-008	Alterations Applications and Subletting	Valuation	Per Application	900.00	900.00	10.00	11.1%	1,000.00


Discretionary Fees and Charges

Section	Reference	Service	Description of fee and charge	Unit of Charge	2023-24 THH Charge £	2023-24 Actual Charge £	Charge rounded to nearest £	% Change	2024-25 Proposed Charge £
Leaseholder Service Charges	HRA-009	Alterations Applications and Subletting	Valuation Negotiation	Per Application	850.00	850.00	10.00	11.8%	950.00
Leaseholder Service Charges	HRA-010	Subletting	Subletting Registration	Per Application	25.00	25.00	1.00	12.0%	28.00
Leaseholder Service Charges	HRA-011	Additional Land Applications	Administration Fee	Per Application	500.00	500.00	10.00	12.0%	560.00
Leaseholder Service Charges	HRA-019	Resale	Notice of Assignment / Transfer / Charge / Mortgage	Per Sale	17.63	17.63	1.00	13.4%	20.00
Leaseholder Service Charges	HRA-020	Resale	Two Notices (Solicitors Send in Two Notices at Times)	Per Sale	35.26	35.26	1.00	10.6%	39.00
Leaseholder Service Charges	HRA-021	Resale	Deed of Covenant for Resale	Per Sale	10.00	10.00	1.00	10.0%	11.00
Leaseholder Service Charges	HRA-022	Resale	1 of above Notice + Deed of Covenant	Per Sale	27.63	27.63	1.00	12.2%	31.00
Leaseholder Service Charges	HRA-023	Resale	2 of above Notices + Deed of Covenant	Per Sale	45.26	45.26	1.00	10.5%	50.00

Discretionary Fees and Charges

Section	Reference	Service	Description of fee and charge	Unit of Charge	2023-24 THH Charge £	2023-24 Actual Charge £	Charge rounded to nearest £	% Change	2024-25 Proposed Charge £
Leaseholder Service Charges	HRA-024	Resale	Deed of Postponement	Per Sale	100.00	100.00	1.00	11.0%	111.00
Leaseholder Service Charges	HRA-025	Resale	Resale Enquiry / Resale Pack / Leasehold Enquiry	Per Sale	132.00	132.00	10.00	13.6%	150.00
Leaseholder Service Charges	HRA-026	Resale	Re-Mortgage Enquiry	Per Sale	132.00	132.00	10.00	13.6%	150.00
Leaseholder Service Charges	HRA-028	Resale	EWS1 Cert	Per Sale	258.00	258.00	10.00	16.3%	300.00
HSC Cost	HRA-030	Key Replacement	Door Entry Fobs & Assa Keys	Per Replacement	10.00	10.00	1.00	10.0%	11.00
HSC Cost	HRA-031	Key Replacement	Gerda Keys	Per Replacement	75.00	75.00	1.00	0.0%	75.00
Leaseholder Service Charges	HRA-032	Resale	Additonal enquiries	Per enquiry					150.00
Leaseholder Service Charges	HRA-033	Alterations Applications	Valuation Premium	Per Application					As per negotiation

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<p>Cabinet</p> <p>31 January 2024</p>	 <p>TOWER HAMLETS</p>
<p>Report of Julie Lorraine, Corporate Director, Resources</p>	<p>Classification: Unrestricted</p>
<p>Contracts Forward Plan – Quarter Three (FY2023-2024)</p>	

Lead Member	Councillor Saied Ahmed, Cabinet Member for Resources and the Cost of Living
Originating Officer(s)	Jignesh Parmar – Head of Procurement
Wards affected	All wards
Key Decision?	Yes
Forward Plan Notice Published	7 November 2023
Reason for Key Decision	Significant Financial Expenditure and Significant Impact on two or more wards
Strategic Plan Priority / Outcome	A fair and prosperous community

Executive Summary

The Council's Procurement Procedures require a quarterly report to be submitted to Cabinet, setting out a forward plan of supply and service contracts over £1m in value, or capital works contracts over £5m. This provides Cabinet with the visibility of all high value contracting activity, and the opportunity to request further information regarding any of the contracts identified. This report provides information relating to quarter three of the current financial year. Only contracts which have not previously been reported are included in this report.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Consider the contract summary at Appendix 1 and identify those contracts about which specific reports – relating to contract award – should be brought before Cabinet prior to contract award by the appropriate Corporate Director for the service area.

2. Authorise the appropriate Corporate Director in consultation with the Mayor to award those contracts set out in Appendix 1 and not identified in

accordance with recommendation 1, following an appropriate procurement exercise.

3. Authorise the Director Legal Services (Monitoring Officer), to execute all necessary contract documents in respect of the awards of contract referred to at recommendation 2, subject to an appropriate award decision being achieved in accordance with recommendations 1 and 2 above.
4. Review the procurement forward plan 2023-2028 schedule detailed in Appendix 2 and identify any contracts about which further detail is required in advance of the quarterly forward plan reporting cycle.

1. REASONS FOR THE DECISIONS

- 1.1 The Council's Procurement Procedures require submission of a quarterly forward plan of contracts for Cabinet consideration, and it is a requirement of the Constitution that "The contracting strategy and/or award of any contract for goods or services with an estimated value exceeding £1m, and any contract for capital works with an estimated value exceeding £5m shall be approved by the Cabinet in accordance with the Procurement Procedures as amended by the General Purposes Committee held on 05 October 2021. This report fulfils these requirements for contracts to be let during and after quarter three of the current financial Year.

2. ALTERNATIVE OPTIONS

- 2.1 Bringing a consolidated report on contracting activity is considered the most efficient way of meeting the requirement in the Constitution, whilst providing full visibility of contracting activity; therefore no alternative proposals are being made.

3. DETAILS OF THE REPORT

- 3.1 Council's procurement procedures and processes have undergone major improvements to ensure they are clear, concise and transparent. Our systems, documentations and guidance to suppliers have been transformed to ensure they reflect best practice in Public Sector procurement. Our efforts in maintaining effective dialogue with our bidders during the procurement process has helped to minimise procurement challenges.
- 3.2 To ensure the Council continues to be recognised for its sound procurement practices and effective engagement with the supply community, it is imperative that delays in contract award are minimised and adherence to the timetable outlined within our Invitation to Tender documentations.
- 3.3 The importance of procurement as an essential tool to deliver Councils wider social, economic and environmental aims has resulted in the need to ensure effective elected Member engagement in the pre-procurement and decision-making process as identified in the recent Best Value audit.

- 3.4 This report provides the forward plan for quarter three of the current financial year at Appendix 1 and gives Cabinet Members the opportunity to select contracts about which they would wish to receive further information, through subsequent reports.
- 3.5 The report also includes a Procurement Forward Plan 2023-2028 to provide the Mayor and Cabinet members with high level visibility of planned procurement activity and the opportunity to be informed in advance of the procurement cycle.
- 3.6 Appendix 1 details new contracts that are planned during quarter three of this financial year. This plan summarises new contracts that have been registered with the Procurement Service, and are scheduled for procurement during the reporting period.
- 3.7 Contracts which have previously been reported are not included in this report. Whilst every effort has been made to include all contracts which are likely to arise, it is possible that other, urgent requirements may emerge. Such cases will need to be reported separately to Cabinet as individual contract reports.
- 3.8 Cabinet is asked to review the Contracts Forward Plan (CFP), confirm its agreement to the proposed programme and identify any individual contracts about which further information – relating either to contracting strategy or to contract award – will be required before proceeding.

Consultation

- 3.9 The table below outlines contracts identified in Appendix 1 and the relevant service area/directorates. Officers from the relative service areas were advised to consult with Lead Members on the proposal of each of the contracts:

Directorate	Number of Contracts	Project title / description
Health & Adult & Social Care	One	1. Learning Disabilities Supported Accommodation Sewardstone Road & Norman Grove
Resources	one	1. ICT Hardware Replacement
Housing & Regeneration	Three	1. Concierge & Related Services 2. Cleaning & Associated Services 3. Rooftop New Homes

- 3.9.1 The Council also ensures further governance through its tollgate process, which is a procurement project assurance methodology, designed to assist in achieving successful outcomes from the Council's high value contracting activities (over £1m, for revenue contracts, and £5m, for capital works contracts which have not gone through the Asset Management Board approval system).

4. EQUALITIES IMPLICATIONS

- 4.1 Equality and diversity implications are addressed through the tollgate process, and all contracting proposals are required to demonstrate that both financial and social considerations are adequately and proportionately addressed.

5. OTHER STATUTORY IMPLICATIONS

- 5.1 This section of the report is used to highlight further specific statutory implications that are either not covered in the main body of the report or are required to be highlighted to ensure decision makers give them proper consideration. Examples of other implications may be:
- Best Value Implications.
 - Consultations.
 - Environmental (including air quality).
 - Risk Management.
 - Crime Reduction.
 - Safeguarding.

Best Value Implications

- 5.2 The Council is required to consider the value for money implications of its decisions and to secure best value in the provision of all its services. The Council procures circa £350m of supplies and services annually with a current supplier base of approximately 3,500 suppliers. The governance arrangements undertaking such buying decisions are set out in the Council's Procurement Procedures, which form part of the Financial Regulations.
- 5.3 The contracts listed in Appendix 1 are all subject to the Council's tollgate process which involves a detailed assessment by the Procurement Review Panel of the procurement strategy to ensure compliance with existing policies, procedures and best value duties prior to publication of the contract notice.

Sustainable Action for Greener Environment

- 5.4 Contracts are required to address sustainability issues in their planning, letting and management. This is assured through the tollgate process.

Risk Management

- 5.5 Risk management is addressed in each individual contracting project and also assessed through the tollgate process.

Efficiency Statement

- 5.6 Contract owners are required to demonstrate how they will achieve cashable savings and other efficiencies through individual contracting proposals. Proposed efficiencies are subsequently monitored throughout implementation.

6. COMMENTS OF THE CHIEF FINANCE OFFICER

- 6.1 This report details the contract forward plan for quarter three of 2023-24 in accordance with the Council's procurement procedures. All contracts spend should be carried out within approved resources and, where possible, savings identified to improve value for money and contribute to MTFs savings.

7. COMMENTS OF LEGAL SERVICES

- 7.1 The Council has adopted financial procedures for the proper administration of its financial affairs pursuant to section 151 of the Local Government Act 1972. These generally require Cabinet approval for expenditure over £1m for revenue contracts and £5m for capital works contracts as Key Decisions.
- 7.2 Cabinet has approved procurement procedures, which are designed to help the Council discharge its duty as a best value authority under the Local Government Act 1999 and comply with the requirements of the Public Contract Regulations 2015. The procurement procedures contain the arrangements specified in the report under which Cabinet is presented with forward plan of proposed contracts that exceed specified thresholds. The arrangements are consistent with the proper administration of the Council's financial affairs.
- 7.3 Pursuant to the Council's duty under the Public Services (Social Values) Act 2012, as part of the tender process and where appropriate, bidders will be evaluated on the community benefits they offer to enhance the economic social or environmental well-being of the Borough. The exact nature of those benefits will vary with each contract and will be reported at the contract award stage. All contracts delivered in London and which use staff who are ordinarily resident in London will require contractors to pay those staff the London Living Wage. Where workers are based outside London an assessment will be carried out to determine if the same requirement is appropriate.
- 7.4 When considering its approach to contracting, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who do not (the public sector equality duty). Officers are expected to continuously consider, at every stage, the way in which procurements conducted and contracts awarded satisfy the requirements of the public sector equality duty. This includes, where appropriate, completing an equality impact assessment as part of the procurement strategy, which is then considered as part of the tollgate process.

Linked Reports, Appendices and Background Documents

Linked Report

- None

Appendices

- Appendix 1 – new contracts planned: Q3 of the Financial Year and beyond.
- Appendix 2 - Procurement Forward Plan 2023 -2028

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

- None

Officer contact details for documents:

Jignesh Parmar (Head of Procurement)

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Appendix 1

Health & Adult Social Care Directorate

Contract Ref & Title	Learning Disabilities Supported Accommodation Sewardstone Road (1st floor) & Norman Grove		
Procurement Category:	Health & Care	Contract Duration & Extensions:	New Procurement 3 Years Total (01/09/2024 to 31/08/2027)
One-Time / Recurrent	Recurrent	Funding Source:	<input checked="" type="checkbox"/> General Fund <input type="checkbox"/> Capital <input type="checkbox"/> HRA <input type="checkbox"/> Grant <input type="checkbox"/> Reserves <input type="checkbox"/> S106 <input type="checkbox"/> Revenue Generating
Cost Code	R5600.30183.A2559		
Value Total:	£5,222,251.79	Statutory / Non-Statutory	Non Statutory
Value Per Annum:	Year 1: £914,878.80	Budget	No current budget
Current annual value	No current value	Revised Annual Contract	£5,222,251.79 Year 1: £914,878.80 Year 2: £997,217.89 Year 3: £1,057,050.97 Year 4: £1,109,903.51 Year 5: £1,143,200.62 Includes increase for LLW in future years.
Savings Annual Value	No direct savings but expected cost avoidance in the future.		
Summary of how savings will be achieved			
Long term cost avoidance via provision of local supported accommodation which will reduce the boroughs reliance on out of borough schemes.			
<u>Background</u>			
<p>The Adult Learning Disability Strategy 2017-2020 sets out the local approach to improve support for adults with learning disability/autism (LDA). One key ambition against the outcome pillar of 'Live Locally' is to increase supported living capacity in-borough in line with increasing demand. The previous Accommodation Needs and Proposals papers of 2020 outlined commissioning plans to increase local capacity in a range of accommodation for people with LDA.</p>			

Increasing local high-quality provision will support the ambition of the 2022 LBTH Strategic Plan for residents to have access to high quality social care services and the commitment to the care of vulnerable members of the community. This includes the provision of high quality and financially sustainable services for adults receiving social care to achieve their goals, be connected to others and live as independently as possible.

The new supported accommodation projects at 130 Sewardstone Road (1st floor) with 4 units and at Norman Grove with 7 units will deliver a total of 11 units against this ambition. Out of those 11 units, 4 units will be for wheelchair users. Both sites are council owned buildings which will offer a high-quality support environment.

The refurbishment of Sewardstone Road has recently been completed while Norman Grove will be completed in February 2024. A service provider for both sites needs to be identified to deliver the care and support for the individuals moving into the accommodation.

The Commissioning team published a mini competition for the Sewardstone Road support service contract (HAC 5310 Lot 2 FC4) via the LD Accommodation Framework in early September 2023. However, following the closure of the call off on the 5th of October, no bids were received by any of the framework providers.

The procurement team requested feedback from bidders to ascertain the reasons for the lack of bids.

As the main barriers of the tender, the respondents identified:

- length of time given for the call-off being too short,
- lack of resources to bid,
- The perceived complexity of the wheelchair users provided in the profile description meant that some providers did not feel qualified to deliver this support.
- the proposed block contract did not include the option of purchasing additional spot hours. This has been a barrier for bidders in being able to deliver complex and personal care.
- lack of ring-fenced mobilisation budget.

Following Bidder's feedback, the commissioning team revised the service specification and addressed concerns about the available additional care hours.

Going forward, the following procurement options are available.

- 1) 2nd mini competition for existing LD accommodation framework providers for Sewardstone Road and Norman Grove as one contract.
- 2) Open tender procurement (Preferred option)

Scope of Contract

The London Borough of Tower Hamlets is seeking to commission a 24-hour supported living service for the two newly developed Council-owned accommodation sites.

The aim of the services at Sewardstone Road and Norman Grove will be to support up to 11 residents with Learning Disability and Autism who have a range of medium to complex needs, including behaviours that challenge, mobility needs, physical disabilities, sensory and cognitive impairments, to live as independently as possible, prevent their needs from increasing and remain closer to their families and the local community.

The support delivered will be personalised and flexible, tailored to each service user's individual needs, including maintaining and developing their emotional, intellectual, physical, social, and independent living skills. The support will promote empowerment, independence and choice within the home and community, and prevent isolation.

The service provider is required to:

- Promote people' individual rights, dignity, choice, and control,
- Prevent social isolation and exclusion,
- Promote physical and mental health and well-being to increase quality-of-life.
- Deliver support that is least restrictive, maximising people's potential while minimising risk.
- Maximise people's independence.
- Enable individuals to maintain their tenancy.
- Promote positive behaviour, develop communication skills and coping strategies to reduce behaviours that challenge
- Engage people in purposeful, interesting, and stimulating activities to help them achieve the outcomes identified in their individual Support Plan
- Support people to maximise and maintain their income.
- Enable people to access specialist support and mainstream services such as leisure, education, employment, and training opportunities.
- Support people to access appropriate social and health care services.

The service provider will be required to work in an integrated and collaborative way with service users, family members, the Community Learning Disability service (CLDS), Commissioners and other health and social care professionals to deliver support that is co-produced and that can adapt to individuals changing levels of need.

Contracting Approach

The contracting approach will include a procurement that will be compliant with the Council's Procurement Procedures and The Public Contracts Regulations 2015 (as amended by the EU Exit Regulations 2020).

Two procurement options are available.

- 1) Mini competition - Call off from the LD Accommodation Framework (LOT 2 Supported Living)
- 2) Open tender procurement (Preferred option)

The advantage of a mini competition via the LD accommodation framework is that it reduces the length of the governance processes needed when compared to an open procurement exercise, as the providers included on the LD accommodation framework were successful when bidding for the LD Accommodation Framework tender in 2020/21.

However, to fully benefit from this the mini competition would need to have already started.

An open tender is therefore considered to be the preferred procurement approach at this point in time. The open tender has the potential to widen the supported accommodation market, for potential bidders not on the framework.

The indicative timelines for both procurement options are as follows:

Tender phase	Option 1 Mini competition / Framework Call off	Option 2 Open tender
Design and preparation	Oct to Nov 23	Dec to Feb 24
Market sounding / warming	Nov 23	Jan to Feb 24
Cabinet approval	31-Jan-24	31-Jan-24
ITT documentation issued	Mid-Feb 24	Mid-Feb 24
Close of tender	Mid-March 24	Mid-March 24
Evaluation	Mid-March to mid-April 24	March to May 24

Approval	Apr-24	May-24
Contract award	Apr-24	Jun-24
Contract mobilisation	May to July 24	June to August 2024
New service start	August 2024	Sept 2024

The total contract value over the life of the new contract will be the maximum value that may be considered following a decision to procure. The final value will be determined through a process of negotiation and in full understanding of evidenced associated cost pressures prior to any agreement, and confirmation of annual increases to LLW and inflationary pressures.

All inflationary and LLW pressures for the contract will be funded via Corporate Inflationary uplift funding which is identified and transferred at the start of each financial year.

Consideration has been given to in-sourcing this service, however it has not been deemed appropriate for the following reasons:

- This provision is highly specialised for people with learning disabilities and autism who have a variety of needs and requires high levels of specialism to deliver and sustain to effective quality standards that are subject to regular CQC inspections.
- The service delivery requirements contain specialist competencies and training of the workforce which has been best delivered by voluntary sector organisations with a proven track record and expertise in this area.
- Maintaining this support element of the service within the voluntary sector enables best value for money whilst we continue to ensure providers meet London Living Wage thresholds.
- Other supported accommodation services for people with LD and Autism are delivered in the community by voluntary sector organisations, providing a range of services including specialist and culturally specific provision which meet the needs of our communities.

The buildings will remain Council assets and will enable the Council to competitively tender for high quality support to meet the needs of the community into the future.

Community Benefits

Social Value will have 10% overall weighting in the tender evaluation process with the requirements being developed and defined during the preparation of the Tender Pack. This will include consideration of Social Value benefits that can reasonably be delivered within the proposed contract.

An indication of the benefits that may be asked within the procurement are listed below.

- Ensuring that the service is accessible to all eligible service user with due respect to their culture and religion
- Percentage of vacancies within the service that will be recruited from the local community.
- Percentage of agency staff that will be recruited via local recruitment agencies in Tower Hamlets.

Resources Directorate

Contract Ref & Title	R5949 IT Hardware Replacement (Laptops, Mobile Phones & Desktops)		
Procurement Category:	Corporate Services	Contract Duration & Extensions:	3 + 1 = 4 years
One-Time / Recurrent	Recurrent	Funding Source:	<input type="checkbox"/> General Fund <input checked="" type="checkbox"/> Capital <input type="checkbox"/> HRA <input type="checkbox"/> Grant <input type="checkbox"/> Reserves <input type="checkbox"/> S106 <input type="checkbox"/> Revenue Generating
Cost Code	To be confirmed		
Value Total:	£5m	Statutory / Non-Statutory	Non Statutory
Value Per Annum:	£1.6m Years 1 to 3 + £0.2m in year 4	Budget	£1.6m Years 1 to 3 + £0.2m in year 4
Current annual value	N/A	Revised Annual Contract	N/A
Savings Annual Value	Not Applicable		

Summary of how savings will be achieved

The purpose of the procurement is to ensure that the council is able to maintain an IT hardware estate that remains fit for purpose and support future operational needs of the Council. The average useful life of a laptop is 4-5 years. The majority of the current batch of laptops generally in use throughout the council were purchased in 2019-2020. As a consequence, we are experiencing an increasing number of issues with this batch, and some issues are not recoverable. If capital is not available to replace faulty devices – or to purchase new devices – then staff and Members will not be able to work, which will result in a significant negative impact on productivity.

Background

Approval is being sought to go out to tender for the provision for IT hardware replacement in respect of laptops, tablets, desktops and mobile phones.

The proposed tender will ensure that the IT service are able to source from a range of suppliers, the required IT hardware including the current laptop device estate. This estate is coming to the end of its economic life and as a result, there is an increasing risk of ongoing failure rate on devices. In addition, there is growing need to meet new starter demand with suitable / fit for purpose devices.

The hardware proposed to be procured has been informed by recently conducted benchmarking exercises with a number of Lonon Boroughs, which has compared asset replacement strategies and to ensure that the device specifications meet current and future operational and resilience needs. As such, considerations has been given to not only the technical and security requirements but also additional important factors such as device weight, battery life, screen size and accessibility considerations.

The procurement of this contract is aligned with several strategies and commitments and will perform as a deliverable to achieve key outcomes within these strategies, including:

- The Council's Strategic Plan priority to invest in public services by providing technology that supports the council to deliver high quality run public services; and

- A council that listens and works for everyone by ensuring technology within the council that supports innovation and the delivery of modern services and improves customer satisfaction across council services.

Contracting Approach

The contracting approach will be finalised after completing the pre-sourcing activities which will include the analysis of the business need, market analysis / market engagement and development of the sourcing strategy. The technologies that have been implemented in the council allow for multi sourcing of devices rather than single sourcing and this provide more choice and better value than possible previously. The procurement will be compliant with the council's Procurement Procedures and The Public Contracts Regulations 2015 (as amended by the EU Exit Regulations 2020).

The figures given above for the expenditure over years one to four are based on a predicted replacement approach. The spend is anticipated to mainly be required in the first three years and the final year is more to cover contingencies and any remaining need.

Community Benefits

Social Value will have 10% overall weighting in the tender evaluation process with the requirements being developed and defined during the preparation of the Tender Pack. This will include consideration of Social Value benefits that can reasonably be delivered within the proposed contract.

Housing & Regeneration Directorate

Contract Ref & Title	HAR3948 Concierge & Related Services		
Procurement Category:	Construction & FM	Contract Duration & Extensions:	Contract Extension for a period of 5 months
One-Time / Recurrent	One-Time	Funding Source:	<input type="checkbox"/> General Fund <input type="checkbox"/> Capital <input checked="" type="checkbox"/> HRA <input type="checkbox"/> Grant <input type="checkbox"/> Reserves <input type="checkbox"/> S106 <input type="checkbox"/> Revenue Generating
Cost Code	10654		
Value Total:	£308,000 (plus anticipated LLW uplift)	Statutory / Non-Statutory	Non Statutory
Value Per Annum:	N/A	Budget	£ 578,400 per Year
Current annual value	N/A	Revised Annual Contract	N/A
Savings Annual Value	Not Applicable		
Summary of how savings will be achieved			
We are not anticipating any savings during this short term interim arrangement.			
<u>Background</u>			
<p>The existing Concierge and Related Services contract is due to expire in January 2024, and we are in the process of tendering the new Concierge and Related Services contract (tender documentation published w/c 30/10/23). The new contract may take up to 9 months to tender (including S20 consultation and allowing 2 months for TUPE).</p> <p>To ensure continuity of service pending the new contract award, this report is seeking approval to continue using the existing provider to deliver concierge services until the new contract is in place.</p> <p>This contract is well managed on a day to day basis with monthly documented contract meetings taking place where performance is reviewed. The service is responsive to THH requests and there are no concerns with OCS's performance at present.</p>			
<u>Scope of Contract</u>			
This contract provides concierge services to 4 sites totaling 5 blocks, comprising 346 homes managed by the Neighborhoods Division. This service has a direct impact on people's feelings of safety and well-being. As such it is			

central to LBTH's strategic priority of 'Empower communities and fight crime' where people feel safer in their neighbourhoods and anti-social behaviour is tackled.

Contracting Approach

The contracting approach will be supported by LBTH legal team and finalised following approval of this paper. The procurement will be compliant with the Council's Procurement Procedures and The Public Contracts Regulations 2015 (as amended by the EU Exit Regulations 2020).

Community Benefits

Community benefits will be secured through the new contract being tendered. During the procurement process the Council's Social Value Matrix will be used to secure community benefits with the aim of achieving 10% social value. This will be a mix of standard SV elements, such as local recruitment, apprenticeships and event sponsorship, and more service-specific elements, such as support of estate days and individual SIA accreditations, including employment of individuals with these accreditations.

Contract Ref & Title	P5971 Cleaning & Associated services		
Procurement Category:	Corporate Services	Contract Duration & Extensions:	3 + 1 = 4 years
Recurrent	Recurrent	Funding Source:	<input checked="" type="checkbox"/> General Fund <input type="checkbox"/> Capital <input checked="" type="checkbox"/> HRA <input type="checkbox"/> Grant <input type="checkbox"/> Reserves <input type="checkbox"/> S106 <input type="checkbox"/> Revenue Generating
Cost Code 28108	(£8,964,208 General Fund and £456,192 HRA)		
Value Total:	£.9,420,400.	Non-Statutory	Please select
Value Per Annum:	£2,355,100.	Budget	£2,355,100. per annum (budget of £456,192 identified in HRA budget) (800k are leisure centre costs)
Current annual value	£1,850,000.	Revised Annual Contract	£2,355,100.
Savings Annual Value	Not Applicable		

Summary of how savings will be achieved

There will be no achievable savings for this procurement. This is due to the previous award being 5 years ago with no RPI or CPI mechanisms in place throughout its duration- The value of the contract must now represent the current economy; The political Instability of countries providing fuel, and other important commodities to Europe has affected the economy. Inflation has increased considerably, and this has specifically affected small, medium and larger providers. To ease the pressure on the population there has been a significant rise in London Living Wage (LLW) April 2023 where the increase from £9.75 per hour in 2017 to £11.95 per hour in 2023 and it will increase to £13:15 in April 2024 has taken making a total increase of £3.40 per hour across the hours on the contract. This will impact the supplier and will increase the risk of investment without medium to longer term benefits being offered. There will be an anticipated 10% increase in the overall value to include inflation. Housing, formally known as Tower Hamlets Homes, has been integrated back into the council. The 5 administration sites that were utilised by the department have also been repatriated and their costs are captured in the document; this will benefit the council by:

- Centralised purchasing and economy of scale
- Fixed costs and fixed SOR for the duration of the contract
- Consistency in service provision and performance
- Benefits to the local community

Background

The incumbent contract DR5116 was awarded in July 2017 for a duration of 5 years taking it to July 2022 with a one-year extension until July 2023. An appraisal was reviewed by cabinet to include an in-house service provision. A decision was made to re-procure externally to the market and an IMD was signed by the mayor to allow a 9-month period to provide a continuation of service while a two-stage restricted tender takes place to award a contractor.

Scope of Contract

The objective of this procurement is to reprocure the cleaning and associated services contract across the corporate estate. The Leisure centres are also included in this procurement and the services have been scoped and quotes provided for the purpose.

The contract/service will provide services to

1. Administration buildings
2. Libraries and the award-winning Idea Stores
3. Children's Centre's Youth centres
4. Park buildings
5. Town Hall
6. Registrar offices
7. Event Spaces
8. Community Spaces
9. THH administration spaces
10. Leisure centres

The services we will deliver are.

1. Routine Cleaning
2. Deep Cleaning
3. Façade, external cleaning
4. Sanitary Services
5. Window cleaning
6. Janitor services
7. SOR additional services

There are currently 99,000 hours being provided on the current contract per annum and 62% of staff on the contract currently live in Tower Hamlets borough. TUPE will apply and the London Living Wage applies to this opportunity.

The impact of these services will have on the community is a positive one, it will provide a pleasant clean and welcoming environment for the public when visiting administration and public buildings. It will also provide the opportunity for local employment. The incumbent contractor has recruited many residents from LBTH, and these residents will have TUPE rights of transfer to a new contract.

It is expected that the market will be cautious due to the current financial climate. By offering a 3 plus 1-year duration, this will likely encourage some projected risk to investment for the provider. A market engagement meeting will take place in early October where we will engage the market to obtain feedback to inform the appraisal documents.

Historic Cost

The cost to date for the cleaning and associated services for the current contract (DR5116) is approximately. £9m in total over the four-year term. Of that figure, £700k was recharged to other directorates. In addition, approximately £500k pa is recharged to the HRA.

Projected Costs of the Laisure Centers.

Costs for the inclusion of leisure centers had quotes prepared and these amount to £800k, total value over 4 years – It is expected that the first year would have the highest costs, as it was anticipated to reduce year on year. This is because Job descriptions for Leisure centers contain a large proportion of cleaning. It is anticipated that not all staff may TUPE with this part cleaning JD's and the projections are to support the time for any necessary recruitment to take place across the sites. Leisure centers currently have an approved spend for the first year only. The first-year costs were a part of the

overall growth bid for the service to be brought in-house. Any risk is reduced due to a caveat in the proposed cleaning contract to support legal and financial variation to contract, due to the accommodation strategy and possible service changes. Leisure Centers can be reduced or removed, if necessary, without issue.

Proposed Costs

New Contract Annual Proposed Costs	
Current budget	1,850,000.
Leisure Centre costs	£200,000.
10% inflation increase on projected budget	£214,100
Projected value of THH spend	£91,000.
Total Annual Spend Estimated	2,355,100.

Contracting Approach

The contracting approach will be finalised after completing the pre-sourcing activities which may include the analysis of the business need, market analysis / market engagement and development of the sourcing strategy. The procurement will be compliant with the Council's Procurement Procedures and The Public Contracts Regulations 2015 (as amended by the EU Exit Regulations 2020).

Community Benefits

Social Value will have 10% overall weighting in the tender evaluation process with the requirements being developed and defined during the preparation of the Tender Pack. This will include consideration of Social Value benefits that can reasonably be delivered within the proposed contract.

Examples of Community Benefits may include

- Continued new employment to achieve 80% of residents living in Tower Hamlets (currently @ 75%)
- Apprenticeships for all levels of staff including management roles
- Attendance at job fairs.
- Sponsorship of local charities including Youth services,

The Proposed Weighting for the contract is as follows

The Quality / Price ratio is 50/40 and social value 10% (as stipulated by the framework)	
Quality – Technical Questions	50%
Price	40 %
Social value	10%
Total	100%

Contract Ref & Title	HAR5945 Rooftop New Homes		
Procurement Category:	Construction & FM	Contract Duration & Extensions:	30 months: March 2024 – September 2026
One-Time / Recurrent	One-Time	Funding Source:	<input type="checkbox"/> General Fund <input checked="" type="checkbox"/> Capital <input checked="" type="checkbox"/> HRA <input checked="" type="checkbox"/> Grant <input type="checkbox"/> Reserves <input type="checkbox"/> S106 <input type="checkbox"/> Revenue Generating
Cost Code	19176 (Capital)		
Value Total:	£20 m	Statutory / Non-Statutory	Non Statutory
Value Per Annum:	£8 m per annum	Budget	£8m per annum
Current annual value	n/a	Revised Annual Contract	n/a
Savings Annual Value	Not Applicable		

Summary of how savings will be achieved

1. Single stage Design & Build (D&B) contract with fixed price. This allows certainty of the spend.
2. Procuring both schemes together under one contract so we have economy of scale.
3. Value for money is delivered over the long term by choosing the right materiality and design detail to age gracefully and produce relatively lower maintenance and reduced service charge for the residents - lifecycle costing.

1.0 Background

The rooftop new homes programme comprises of the 2 schemes: 1-30 O'Leary Square located in Stepney Green ward and 2-20 Tomlinson Close in Weavers ward.

1.1 1 – 30 O'Leary Square, E1 3AP: This housing block currently has 28 1B/2P units and 1 3B/5P unit, and the current proposals are to build an additional 32 units both on the rooftop and as an infill development on the side of the block (along Mile End Road). These will be a mix of 29 1B/2P and 3 2B/4P units. An exoskeleton will be required to support the load of the newbuild units above, which incurs an additional cost. Exoskeleton is proposed to provide further amenity space, in the form of balconies/ground floor gardens for the existing residents. A link bridge is also proposed to connect the host block to its neighbouring block 31-74 O'Leary Square to enable residents share additional lift service. The above proposals of additional private amenity space and lift are appreciated by the residents (Feedback from the previous consultations).

1.2 2 – 20 Tomlinson Close, London, E2 7LJ: This housing block currently has 10 bedsits and is designated for people of the ages 50 and over. The latest proposal is to add a further 11 units both on the rooftop and

through an infill development at the side of the block. These will be a mix of 10 1B/2P and 1 2B/4P units. Like O’Leary Square, Tomlinson Close will also have an exoskeleton and the associated costs and amenity benefits.

2.0 Scope of Contract

- 2.1 The objective is to procure a single stage, fixed cost Design & Build contract to;
 - a) Deliver 46 rooftop new homes across O’Leary Square and Tomlinson Close.
 - b) Upgrade existing homes in the host blocks of the above schemes.
- 2.2 To achieve this the contract will be divided into three elements:
 - 2.2.1 A Pre-construction Service Agreement (PCSA) to ensure that all parties are covered in the event planning consent isn’t granted – the planning application is planned to be submitted in Nov 2023.
 - 2.2.2 A JCT Minor Works, to prepare the host blocks ready to receive the rooftops (enabling works). This could include elements of work such as site setup and protection, concrete repairs, window replacements and fire safety works.
 - 2.2.3 The full Design and Build Contract would then either run immediately after or concurrently. This route complies with point 2.4.40 of GLA guidance in relation to ‘supportive works to a Project’ in order to meet GLA’s grant conditions.

3.0 Key Objectives

- 3.1 To deliver a high quality and affordable rooftop new homes pilot programme based on best practice in order to set a successful precedence for a number of rooftop schemes in the borough to follow.
- 3.2 To maximise the supply of rooftop homes that achieve high standard of internal space planning and common circulation spaces; adequate supply of day light and natural ventilation while taking fully into account height, massing, place making and townscape qualities.
- 3.3 To provide a planning compliant high quality design delivery programme by ensuring any structural capacity building, accessibility and/or future-proofing measures required for the proposed blocks are clearly identified and coordinated with the design and delivery of the block improvement works.
- 3.4 To deliver a rooftop new homes pilot programme that contributes to sustainable development and delivers value for money through a mix of affordable tenures without compromising on the essential elements of high-quality design; functionality, materiality and aesthetic approach.
- 3.5 To survey and recommend works to the external components of the buildings including roofs, rainwater goods, windows, concrete and brick repairs, asphalt walkways, asbestos removal, fire risk assessment works, communal electrical system, decorations to the external and communal areas all in accordance with the Employers Requirements.
- 3.6 To actively engage local residents through the delivery of the rooftop homes so they are fully on board.
- 3.7 To ensure all stakeholders are clear of their role, milestones and are made fully aware of the outcome of risks assessed and provide a baseline document against which the Programme Team – LBTH Housing Regeneration Client Team, THH Project Delivery Team the Project Board and AHSB – is signed up to.

4.0 Contracting Approach

- 4.1 We have completed the pre-sourcing activities which included the analysis of the business need, market analysis / market engagement and development of the sourcing strategy. We decided that

London Housing Consortium (LHC) is the best vehicle for this procurement. The scope of Framework H2 covers roof top development. This framework has already undergone a fully competitive and compliant process. Providers appearing on the framework have demonstrated their ability to deliver new build residential accommodation. It is proposed that we will further test providers on their specific experience of and capability to deliver our roof top development scheme within the timescales required to secure GLA funding.

- 4.2 The procurement will be compliant with the Council's Procurement Procedures and The Public Contracts Regulations 2015 (as amended by the EU Exit Regulations 2020) and in line with the operating rules of the LHC framework.


5.0 Community Benefits

- 5.1 Social Value will have 10% overall weighting in the tender evaluation process with the requirements being developed and defined during the preparation of the Tender Pack. This will include consideration of Social Value benefits that can reasonably be delivered within the proposed contract.

London Borough of Tower Hamlets
Procurement Cabinet Forward Plan 2023-2028
Recurring contracts over £1,000,000

Contract Ref	Title	Contract Start Date	Contract Expiry Date	Cont. Duration (M)	Total value	Division	Remarks
AHS5189	Extra Care Sheltered Housing	06/11/17	05/11/23	183	£11,910,708.35	HAC	Tender is in evaluation stage. Current contract being extended via Legal
CS5386	Short Breaks: Holiday, Weekend and After School Short Breaks	01/04/19	30/11/23	142	£1,056,000.00	CS	On track, with new contract awarded
R5345	Enforcement Agents for collection of Council Tax, Non Domestic Rates and Sundry Debts	06/01/20	05/01/24	122	£1,400,000.00	RE	To be presented in subsequent forward plans
HAC5321	Hotel in the Park (Residential Respite for Adults with Learning Disability)	03/12/18	16/02/24	158	£29,011,114.38	HAC	Tender evaluation stage
HAC5303	Carers Link Service	01/12/18	31/03/24	162	£3,238,594.00	HAC	Tender is in evaluation stage.
HAC5020	Direct Payment Support Service	01/04/19	31/03/24	152	£1,612,800.00	HAC	Awaiting information on future arrangement for delivering the service.
R5667	Energy Supply	01/04/21	31/03/24	91	£19,000,000.00	RE	Future arrangements via Energy Framework
AHS5037	Independent Living Community Support (ILCS)	18/07/17	31/03/24	204	£2,749,106.00	HAC	In tender preparation stage
P5521	Materials Sorting Facility (MRF) Services Contract	01/04/20	31/03/24	122	£7,960,000.00	PL	Procurement in Progress
HAC5265	Public Health Pharmacy Services	01/04/18	31/03/24	183	£2,775,000.00	HAC	In tender preparation stage
CS5580	Supply of Fresh and Frozen Meat via PAL	03/08/20	31/03/24	111	£3,525,160.00	CS	To be presented in subsequent forward plans
HAC5252	Teresa House and Hamlets Way	01/04/18	31/03/24	183	£2,864,925.00	HAC	In tender preparation stage
HAC5382	Mental Health Recovery College	01/07/19	30/06/24	152	£1,133,980.00	HAC	In tender preparation stage
HAC5356	0-5 Specialist Community Public Health Nursing	01/04/19	31/07/24	162	£35,250,000.00	HAC	Awaiting Cabinet approval on 25/10/23. To proceed to tender
HAC5224	School Health and Wellbeing	01/08/18	31/07/24	183	£8,198,800.00	HAC	Awaiting Cabinet approval on 25/10/23. To proceed to tender
AHS5124A	Young People Health and Wellbeing service	01/01/18	31/07/24	200	£2,099,043.00	HAC	
HAC5382.1	Mental Health Mental Health and Wellbeing (LOT A, B, C)	24/08/19	23/08/24	152	£5,916,145.00	HAC	In tender preparation stage
R5342	Multifunctional Devices and Print Management Software and Services	03/12/18	29/08/24	175	£1,364,035.00	RE	Awaiting information on future arrangement for delivering the service.
THH5073	Better Neighbourhoods Consultancy Services Framework Agreement	14/11/20	13/11/24	122	£7,000,000.00	THH	
THH5071	Major Internal and External Works	11/03/19	13/11/24	173	£118,000,000.00	THH	
HAC5393B	Tier 2 Weight Management Services (Dynamic Purchasing System)	15/01/20	14/01/25	152	£1,470,000.00	HAC	
R5395	Agency Recruitment	05/02/21	04/02/25	122	£120,000,000.00	RE	
R5397	Barkantine Heat and Power Co LTD	23/03/16	31/03/25	275	£2,000,000.00	THH	
P5506	Further Competition Vehicle Maintenance Contract	01/04/20	31/03/25	152	£4,940,207.00	PL	
HAC5722	Hackney Road Hostel Project	01/04/21	31/03/25	122	£2,063,000.00	HAC	
HAC5310	Learning Disability Residential Care and Supported Accommodation Framework	01/04/21	31/03/25	122	£8,000,000.00	HAC	
R5826	NEC Housing & Benefits Application Support/Maintenance & Hosting	01/04/22	31/03/25	91	£1,242,812.00	RE	
HAC5753	Tower Hamlets Floating Support	01/04/22	31/03/25	91	£1,250,000.00	HAC	
CLC5135	Removal of Nuisance Vehicles and Parking Enforcement Services	01/05/18	30/04/25	213	£6,550,000.00	THH	
HAC5609	Mental Health Supported Living Services (Heather Lodge and Glaucus Street)	01/06/20	31/05/25	152	£1,681,925.00	HAC	
R5721	Remote Processing Service	29/08/21	29/08/25	122	£16,000,000.00	RE	
CC5788	Supply of Frozen Food & Groceries	13/12/21	31/08/25	113	£8,827,767.82	CS	
P5612	Mechanical Capital Works Framework	13/09/21	12/09/25	122	£10,000,000.00	PL	
HAC5312	Antill Road (Hight/Complex needs) learning disabilities day services	01/08/18	30/09/25	218	£1,849,753.00	HAC	
HAC5313A	Learning Disability Day Opportunity Framework	11/10/21	10/10/25	122	£15,100,000.00	HAC	
HAC5253	North East London Integrated Sexual Health Service	01/12/17	30/11/25	243	£40,000,000.00	HAC	
R5660A	Help Desk Services	01/02/21	31/01/26	152	£1,400,000.00	RE	
R5834	Microsoft Licences for Applications and Servers	01/04/23	31/03/26	91	£4,748,000.00	RE	
R5660B	Network Services	01/04/21	31/03/26	152	£1,925,944.00	RE	
CS5637.1	Overnight and related short breaks two lots - children and young people with autistic	01/04/21	31/03/26	152	£5,300,000.00	CS	
P5670	Resource Centre for Rough Sleepers	01/04/21	31/03/26	152	£1,175,000.00	PL	
P5719	Enhanced Rough Sleeping Outreach Service (EROS)	05/05/21	04/05/26	152	£8,000,000.00	PL	
CS5376	Education Support Workers Supply - Dynamic Purchasing System	15/05/19	14/05/26	213	£17,000,000.00	CS	
HAC5621	Integrated Information, Advice and General Advocacy Service	01/07/21	30/06/26	152	£3,360,000.00	HAC	
HAC5720	Integrated Statutory Advocacy Services (IMCA, CAA)	19/07/21	18/07/26	152	£1,060,000.00	HAC	
CS5678B-1a	Youth Activity Hub (Lot 1a North East Quadrant)	01/09/21	31/08/26	152	£1,035,000.00	CS	

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Cabinet 31 January 2024		 TOWER HAMLETS
Report of: Robin Beattie, Acting Director of Strategy, Improvement & Transformation		Classification: Unrestricted
Corporate Equalities Plan 2024-26		
Lead Member	Councillor Suluk Ahmed, Cabinet Member for Equalities and Social Inclusion	
Originating Officer(s)	Afazul Hoque , Head of Corporate Strategy & Communities Daniel Kerr , Strategy & Policy Lead, Corporate Strategy & Communities	
Wards affected	All Wards	
Key Decision?	No	
Reason for Key Decision	This report has been reviewed as not meeting the Key Decision criteria.	
Forward Plan Notice Published	17/03/2024	
Exempt information	None	
Strategic Plan Priority / Outcome	All priorities	

Executive Summary

The Corporate Equalities Plan 2024-26 sets out the actions the council will deliver to achieve the equality objectives from the Strategic Plan 2022-26.

The Plan details actions to achieve the council’s ambitious vision to build a strong, inclusive and fair borough addressing inequalities through our work and ensuring that our workforce reflects the community. It also sets out the council’s commitment to promote and celebrate equality, diversity and inclusion in everything we do as a council. In delivering this plan, the council commits to celebrate its diverse communities as a key asset, reduce inequality in all areas, and collaborate with partners to positively impact residents and support them to reach their potential.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Agree the Corporate Equalities Plan 2024-26.

2. Note that a delivery plan will be developed setting out key milestones for actions within the plan. The Mayor, Cabinet Member and Mayor's Office will be engaged in the development of the delivery plan.
3. Note that an Annual Equalities Report will provide update on progress against the actions in the Corporate Equalities Plan.

1 REASONS FOR THE DECISIONS

- 1.1 The Corporate Equalities Plan 2024-26 is a new key strategic document that sets out the work plan for the whole organisation and reaffirms the council's commitment to tackling all areas of inequality.

2 ALTERNATIVE OPTIONS

- 2.1 The alternative option is not to agree the plan. This is not recommended as without a Corporate Equalities Plan the council may not deliver the equality objectives set out in the Strategic Plan 2022-26 and therefore fail to comply with its statutory obligations under the Equalities Act 2010.

3 DETAILS OF THE REPORT

- 3.1 Our vision for equality is to build a strong, inclusive and fair borough, addressing inequalities through our work and ensuring that our workforce reflects the community. The Corporate Equalities Plan 2024-26 supports this vision and details the council's commitments to achieve the key equality objectives set out in the Strategic Plan 2022-26. It also brings together in one document the work underway to meet the council's Public Sector Equality Duty (PSED) in accordance with the Equality Act 2010.
- 3.2 The interventions set out in the Plan have been informed by the intelligence on areas of inequalities identified in the Borough Equality Assessment (BEA). The BEA captures data from the borough profile, and combines national, regional, community intelligence to offer a nuanced snapshot of inequality in Tower Hamlets. It identifies and prioritises inequality challenges based on Strategic Plan themes, equality objectives and protected characteristics.

Monitoring and reporting

- 3.3 Following Cabinet, it is proposed that a delivery plan be developed that sets out key milestones for each action and engagement with Mayor, Cabinet Member and Mayor's Office. This will provide clarity on delivery of the plan which will be complemented by an annual report on progress.
- 3.4 The Plan includes metrics to allow for an understanding of impact and provide valuable insight into how the council is delivering tangible improvements for residents and achieving equality objectives. The metrics are specifically in relation to each equality objective (as opposed to individual actions) as these are they are the key strategic driver behind the Plan. Corporate Directors and

Cabinet Leads will be responsible for ensuring successful delivery of each action.

- 3.5 Progress of actions and impact will be monitored through the Corporate Equality Board (CEB) which has identified key components of the Plan for inclusion in its work programme 2023-25. CEB will engage Corporate Directors and Cabinet Leads and assess success against performance data and data from other sources, such as the Annual Residents Survey, engagement with marginalised groups in the borough and residents lived experiences, and other national, regional, and local data sets. Moreover, the actions in the Plan are incorporated in the Strategic Delivery Plan which is monitored on a quarterly basis through performance reporting to the Overview & Scrutiny Committee and Cabinet.
- 3.6 The Plan includes ownership from Cabinet Members and Corporate Directors to ensure oversight and accountability of their specified actions. It is important that Cabinet Members take responsibility of their actions and drive implementation, and Corporate Directors will be accountable for delivery. As many of the actions are taken from the Strategic Delivery Plan, they should have awareness of the remit of their portfolio. However, they should meet regularly to consider progress and plan future delivery in light of actions drafted into this Corporate Equalities Plan. The Cabinet Member for Equalities and Social Inclusion will also meet with leads them to discuss progress of actions and how they are achieving equality objectives.
- 3.7 An Annual Equality Report will be published to demonstrate progress against the Corporate Equalities Plan and communicate improvements to residents and other key stakeholders.

Equality Objective 1: Work with communities across the borough to bring people together from different backgrounds and promote understanding.

- 3.8 Objective 1 addresses the council's PSED to foster good relations between people who share a protected characteristic and those who do not. The recent Annual Resident Survey conveyed positive encouragement that actions taken to achieve this objective are working. Findings show 87% of respondents felt Tower Hamlets is a place where people from different backgrounds get on well together. This represents an increase of 9% from the previous survey and the Plan sets out actions to build on this.
- 3.9 To achieve this objective, we will organise events to celebrate diversity and raise awareness of different issues and equality challenges. These events will mark occasions such as International Women's Day, Black, History Month, and International Day Against Homophobia, Biphobia and Transphobia. We will review and strengthen our community equality networks to ensure residents are at the forefront of designing and developing these events. This will also ensure our community equality networks are supported to facilitate greater involvement from residents in shaping council policy and decision making. It will help us to build trust with residents, strengthen collaboration in

delivery, and generate insight and learning to continually strengthen and improve our services.

- 3.10 It is essential that these objectives are incorporated across different council services, especially in projects which have the greatest impact on residents. To this end, we will ensure cohesion principles are embedded in regeneration projects and programmes, and our Adult Day Care services will consistently celebrate a wide range of occasions such as religious festivals. Through our Idea Stores, we will ensure that the visual and creative industries courses more closely meet the needs of male learners and learners from ethnic minority backgrounds.
- 3.11 We will also strengthen our No Place for Hate strategy, moving away from an individual pledge-based approach and towards a strategy based on actions which actively tackle hate crime.

Equality Objective 2: Uphold and protect equality and diversity in all circumstances.

- 3.12 The council is unable to tackle the equality challenges the borough faces alone. Therefore, we will work with our partners through existing structures such as the Partnership Executive Group, and on new projects such as the Tower Hamlets Women's Commission, to ensure diversity and equality is at heart of our collective priorities.
- 3.13 For the council and our partners to prioritise their resources and interventions it is imperative that we improve collection, organisation and publication of our equalities data. To this end, we will refresh our Borough Equalities Assessment (BEA) and improve the collection of data about our communities. This will enable us to target our interventions and ensure we make the greatest possible impact in tackling areas of greatest inequality. We will have a special focus on collecting data about our transgender community. We know this is an area where there is currently little data available, and this will allow us to effectively develop policies and interventions that accurately address inequalities encountered by people who are non-binary and transgender.
- 3.14 This objective considers the challenges faced by all protected characteristics and puts forward actions to support a range of groups. For younger people, the council is committed to recognising Care as a protected characteristic and affirmed this at Cabinet in July 2023. We will build on this commitment to being a good corporate parent to care leavers and will work to increase job opportunities for young people in and leaving care. Delivery of the Tackling Poverty programme will address the borough's high level of child poverty and we will ensure young people who have traditionally been underrepresented in youth services, such as girls and young Somali residents, have fair access to this provision. We will also deliver projects that reduces loneliness amongst older people and disabled people, and aim to support more disabled people into employment. For the LGBT community, we will work closely with them to address their needs, specifically addressing a decrease in community LGBT spaces.

Equalities Objective 3: Address inequalities particularly those faced by Bangladeshi and Somali communities.

- 3.15 The council's recent Tackling Race Inequality Plan responded to global events and highlighted the stark challenges facing our Black, Asian and Multi Ethnic communities.
- 3.13. We will continue to be a leader in response to these challenges and support our Black, Asian and Multi Ethnic Communities. We will refresh and extend our partnership on race inequalities and ensure it is having a sustainable impact. We will also respond to regional best practice as advocated by London Councils to ensure we are at the forefront of tackling race inequality.
- 3.14. We will continue to support the Somali community, which we know composes the largest Black group in the borough but is underrepresented in employment and other local institutions. We will work with the Somali community to identify, understand, and address their needs. Significantly, we will support a dedicated resource centre for the Somali community which will be run by community members and open to the public.

Equalities Objective 4: Improve safety and opportunities for women.

- 3.15. Across a range of metrics, women in the borough are facing a wide variety of challenges. We will not truly realise the ambitions of our equality vision unless we take active action to ensure women have equality of opportunity in work, public, social and family life.
- 3.16. To this end, we will shortly launch a Women's Commission which will work across partnership structures to develop a comprehensive understanding of women's lived experiences and develop interventions to improve their outcomes in a range of areas including health, employment, community leadership and women's safety. The Women's Commission will aim to ensure women in Tower Hamlets have equality of opportunity in work, public, social, and family life, and are empowered to fulfil their full potential.
- 3.17. We will also develop dedicated programmes and spaces for women from ethnic minority backgrounds. In particular, we will support the establishment of a dedicated resource centre for women with a focus on Bangladeshi women. This will link in with wider ambitions to support and empower women, particularly ethnic minority women, with dedicated projects and programmes, and dedicated community facilities. We will also improve access to existing community spaces and provision. For example, we will improve access to sports, gyms and swimming which will include women only gym and swimming sessions.
- 3.18. The Annual Resident Survey showed that women are least likely to feel safe at night, and Tower Hamlets has the second highest rate of domestic abuse offenses in London from September 2022-23. The majority of those impacted are women, and most perpetrators are males. To address this, we will refresh

the current Violence Against Women and Girls strategy and include women's safety as a key theme. This will include work with directorates and departments such as parks and leisure, highways, licensing, planning to improve safety and security.

- 3.19. A key intersectional issue is the low rate of employment for women from Black, Asian and Multi-Ethnic backgrounds. Seven female ethnic groups had an employment rate below 50%, whilst no male group did. Bangladeshi women had the lowest employment rate (28.6%). We will actively aim to address this and deliver employment and training schemes to reduce the employment gap for women in our borough, in particular for Black, Asian and Multi- Ethnic women.

Equalities Objective 5: Ensure our workforce reflects the community.

- 3.20. Our workforce data shows an underrepresentation of female and Black, Asian, and Multi-Ethnic staff at senior management levels. There is also an underrepresentation of Bangladeshi, White, Staff aged 25-34, Disabled, and LGBTQ+ in the council's workforce. To address this, we will develop a Workforce to Reflect the Community strategy and action plan. This will address issues around the pay gap and improve diversity at the most senior levels within the organisation.
- 3.21. We will also deliver against our Stonewall improvement plan to improve our ranking in the workplace equality index. This will help to create a safer and more inclusive environment for lesbian, gay, bisexual, and transgender council staff.
- 3.22. Finally, all staff across the council have a role to play in delivering equality objectives. We will ensure all staff are adequately trained to fulfil their roles and understand the equality implications placed on them. We will identify opportunities to provide specialised equality, diversity, and/or awareness training for council employees.

4 EQUALITIES IMPLICATIONS

- 4.1 The Corporate Equalities Plan provides a framework to meet our PSED and contains the actions which will deliver our equalities objectives set out in our Strategic Plan 2022-26. Equalities considerations are at the heart of the Corporate Equalities Plan 2024-26 and specific implications and actions it will take to enhance outcomes for different protected characteristics are detailed above.

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 This report is requesting approval for the Corporate Equalities Plan 2024-26. Approval of the Plan does not in itself give rise to any direct financial implications. Should implementation of any actions require additional resources this will need to be followed through the council's process, officers are obliged to ensure appropriate financial approval is in place before financial commitments are made.

7 COMMENTS OF LEGAL SERVICES

7.1 This report is seeking approval of the Corporate Equalities Plan which is the Council's corporate plan for promoting equality, embracing diversity, tackling inequality and promoting cohesion in the Borough.

7.2 The Public Sector Equality Duty (s.149 of the Equality Act 2010) requires the Council, in carrying out its functions, to have due regard to the need to achieve the objectives set out under s149 of the Equality Act 2010 to:

- a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;

7.3 (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

7.4 An equalities plan highlights the council's commitment to promoting equality and diversity for both service users and staff.

Linked Reports, Appendices and Background Documents

Linked Report

- None.

Appendices

- None.

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

- NONE.

Officer contact details for documents:

N/A

**Tower Hamlets
Corporate Equalities Plan
2024 – 2026**



Contents

1. Introduction
2. Development of the Plan
3. Our Key Equality Priorities
4. Measuring Success – Monitoring
5. Priority 1: Work with communities across the borough to bring people together from different backgrounds and promote understanding
6. Priority 2: Uphold and protect equality and diversity in all circumstances
7. Priority 3: Address inequalities particularly those faced by Bangladeshi and Somali communities
8. Priority 4: Improve safety and opportunities for women
9. Priority 5 – Ensure our workforce reflects the community
10. Governance and Influence
11. Consultation and Further Information

1. Introduction

We are proud to present our Corporate Equalities Plan 2024-26. Tower Hamlets is one of the most diverse and vibrant places in the country, with people from different backgrounds, cultures, faiths and identities living and working together. This plan sets out work to achieve our ambitious vision for equality which is **to build a strong, inclusive and fair borough addressing inequalities through our work and ensuring that our workforce reflects the community**. It also sets out our commitment to promote and celebrate equality, diversity and inclusion in everything we do as a council, from the money we spend and the people we employ, the community we serve and services we provide. In delivering this plan, the council commits to celebrate our diverse communities as a key asset, reduce inequality in all areas, and collaborate with our partners to positively impact our residents and support them to reach their potential.

This Corporate Equalities Plan sets out our priorities to deliver the key corporate equality objectives as set out in our Strategic Plan 2022-26. It also brings together in one document the work underway to meet our Public Sector Equality Duty under the Equality Act 2010. In the exercise of our functions, this requires us to:

- Eliminate unlawful discrimination, harassment and victimisation.
- Advance equality of opportunity.
- Foster and encourage good relations between people who share a protected characteristic and those who do not.

Equality is at the heart of everything we do. In one of the most deprived and diverse parts of London our equalities work really matters to our residents and staff. We will have an unrelenting focus on equality and continue to research a range of issues that could affect opportunity, such as socio-economic and educational backgrounds and financial circumstances. Where these factors contribute to lack of equal opportunity for our residents, visitors, and workforce, we shall take measures to address them. This will involve refreshing our policies on groups of people who face discrimination and developing policies where we do not have them – such as policies that address the inequality encountered by people who are non-binary and transgender. Also, we are aware of the special circumstances of care-leavers and will take measures where appropriate to redress the disadvantage that may arise. We will also seek to support and promote the invaluable work and the huge contribution of the faith communities in Tower Hamlets and ensure they are protected and encouraged by the council.

In delivering this programme we will focus on:

- Achieving outcomes to improve the lives of our residents.
- Aligning our equality work with the objectives in the Strategic Plan 2022-26.

- Ensuring that we achieve a workforce that reflects the community.

The range of equalities work at both a strategic and operational level is substantial, and our plan provides a summary of key activities we are undertaking to address inequality in the borough.

We will use the lived experience of our residents to address inequalities faced by our communities and ensure we monitor progress through data and feedback from stakeholders.

As the Mayor and Cabinet Member, we will set priorities for the council’s work in tackling inequality and promoting equality – as set out in our Equality Policy. We shall be assisted by the Corporate Equalities Board and by all officers and elected members of the Council.

Mayor Lutfur Rahman and Cllr Suluk Ahmed – Cabinet Member for Equalities & Social Inclusion



2. Development of the Corporate Equalities Plan 2024-26

This Equality Plan aims to systematically address inequality, discrimination and disadvantage for Tower Hamlets residents and our own workforce. There are three key drivers which create the need for a comprehensive and strategic Equality Plan:

1. To ensure our ambitious vision for equality is successfully delivered for all our residents;
2. To fulfil our duties and responsibilities under the Equality Act 2010;
3. To build and support a diverse, included and engaged workforce and meet our responsibilities as an employer.



In developing our Corporate Equalities Plan 2024-26, we used information from the [Borough Equality Assessment](#) and our [Borough Profile](#) which includes an analysis of Census 2021 data.

The Borough Equality Assessment (BEA) is an assessment of inequality in Tower Hamlets and uses intelligence from national, regional and local data; engagement with local people through our equality forums; and engagement with council and partner services to identify inequality and performance challenges.

The BEA is supplemented by our borough profile which provides data to enable us to understand our progress and areas of continuous challenges. The borough profile brings together the key facts and figures about Tower Hamlets into one consolidated report and presents the challenges and opportunities that make up the fabric of the borough.

We conducted an analysis of Census 2021 data and have used this to update the Borough Equalities Assessment in 2024. Some key highlights from the 2021 Census data includes:

- We have the **fastest growing population** of any local authority area across England and Wales. Between 2011 and 2021 the local population has grown by 56,200 (22.1%) to 310,300.
- We are the **most densely populated borough in England** with 15,695 residents per square kilometre compared to an average of 424 per square kilometre in England.
- The Median Age in Tower Hamlets is 30 – the **youngest of any area in England and Wales**. The borough has the **smallest proportion of older people aged 65+** in England and Wales.
- The most common countries of birth other than the UK are Bangladesh, Italy, India, China and France. 14% of residents were born in a current European Union country.
- Population Turnover is high compared to elsewhere, with **more than a fifth (20.8%) of residents having lived somewhere else a year prior to the census**.
- At 34.6%, we have the **largest Bangladeshi population in England and Wales** and the **largest Muslim population** (39.9%) in England and Wales. We have the fourth smallest White British population and the smallest Christian population in England and Wales.
- **7.2% of adult residents consider themselves as Lesbian, Gay, Bisexual or Other (which is the 9th highest percentage in England and Wales) and 1% have a gender identity different to their sex registered at birth (the 9th highest percentage in England and Wales).**
- 62.7% of all residents in employment are in managerial, professional, or associate professional occupations but **46,000 adults have never worked**.

- We have a high proportion of households who rent, both from social landlords and from private landlords, whereas the **proportion of owner occupiers is the lowest in England and Wales**.
- **15.8% of households are overcrowded** (had too few bedrooms for their needs).
- **12.9% of residents identified as having a disability** and 25.7% of households had at least one disabled person living within them.
- **6.4% of residents aged 5+ are providing unpaid care** to someone else.
- The ethnic employment gap among women is **twice as wide in the borough** (41%) than in London (13.9%) – 2019-21.

3. Our Key Equality Priorities

The council adopted a Strategic Plan 2022-26, which sets out our priorities, ambitions, and actions. Specifically, the Strategic Plan outlines our commitment to equality and community cohesion and sets the following equality objectives:

- Work with communities across the borough to bring people together from different backgrounds and promote understanding.
- Uphold and protect equality and diversity in all circumstances.
- Address inequalities particularly those faced by Bangladeshi and Somali communities.
- Improve safety and opportunities for women.
- Ensure our workforce reflects the community.

The priorities and actions which will achieve the ambitions of our Corporate Equalities Plan 204-26 are set out over the next few pages. These directly reflect the equality objectives we have set in our Strategic Plan, and by delivering against these we are confident we will achieve our ambition to ensure that Tower Hamlets is a great place for all of our residents; that we deliver best practice in terms of fulfilling our duties under the Equality Act; and that we will be a great employer that has a workforce that reflects our community.

4. Measuring Success

A delivery plan will be developed which will set out key milestones against each action. The actions will also be incorporated into the Strategic Plan Delivery Plan. The Delivery Plan is monitored on a quarterly basis and performance is reported to the Overview and Scrutiny Committee and Cabinet. In addition to

this, the Corporate Equalities Board will monitor delivery in key areas of the plan and assess success against performance data and data from other sources, such as the Annual Residents Survey’, engagement with marginalised groups in the borough and residents lived experiences, and other national, regional, and local data sets.

We will use the Equality Framework for Local Government (EFLG) to benchmark our performance. The framework has 4 elements:

1. Understanding and working with your communities.
2. Leadership and organisational commitment.
3. Responsive services and customer care.
4. Diverse and engaged workforce.

As we implement this plan, we will undertake a self-assessment against the EFLG Framework and invite peer challenge and support to ensure that our performance and progress is credible and robust.

As set out in our Equality Policy, we have a specific duty to publish equality information about our employees and residents who share a protected characteristic as part of the public sector equality duty. We will continue publishing information that is accessible and helps us to shape interventions and meet the needs of our service users and community.

5. Equality Objective 1: Work with communities across the borough to bring people together from different backgrounds and promote understanding

No	Action	Strategic Plan Priority	Division Lead (s)	Cabinet Portfolio (s)
1.1	We will bring communities together and celebrate the diversity of our borough by raising awareness, promoting equality, and organising events and activities across the borough. This will include highlighting activities organised by others that share our equalities principles.	Priority 6: Empower Communities and Fight Crime	Strategy, Improvement & Transformation / Culture	Cabinet Member for Equalities & Social Inclusion/ Cabinet Member Cabinet Member for Culture and Recreation
1.2	We will strengthen our community equality networks and the Equalities Hub to enable it to better influence policy and decision making	Priority 8: A council that listens and works for everyone	Strategy, Improvement & Transformation/ Supporting Families	Cabinet Member for Resources and the Cost of Living/ Cabinet

				Member for Education and Lifelong Learning
1.3	We will engage and communicate with our residents to encourage participation, learn and adapt so that we build trust, strengthen collaboration in delivery, and generate insight and learning to continually strengthen and improve our services.	Priority 8: A council that listens and works for everyone	Communication in partnership with all council Divisions	Executive Mayor
1.4	We will ensure cohesion principles are incorporated in regeneration projects and programmes and facilitate development of positive relationships between people of different backgrounds.	Priority 2: Homes for the Future	Planning & Building Control / Housing	Cabinet Member for Regeneration, Inclusive Development and Housebuilding
1.5	We shall refresh our No Place for Hate in Tower Hamlets strategy, moving away from an individual pledge-based approach and towards a strategy based on actions which tackle hate crime.	Priority 6: Empower Communities and Fight Crime	Community Safety	Cabinet Member for Community Safety
1.6	We will, through Idea Stores, ensure that the visual and creative industries courses more closely meet the needs of male learners and learners from ethnic minority backgrounds.	Priority 3: Accelerate Education	Customer Services	Cabinet Member for Education and Lifelong Learning
1.7	We will, through our Adult Day Care Services, consistently celebrate a range of occasions such as faith festivals.	Priority 5: Invest in Public Services	Adult Social Care	Cabinet Member for Health, Wellbeing and Social Care
1.8	We will develop opportunities to raise awareness and tackle discrimination through training and guidance offerings.	Priority 6: Empower Communities and Fight Crime	HR/ All Council Divisions	Cabinet Member for Equalities & Social Inclusion

Performance measures for Objective 1

Note: The measures provide an overall indication of the direction of travel of the Equality Objective. They do not correspond to each action.

No	Measure	Source	Direction of travel
1A	Percentage of adult residents agreeing that the local area is a place where people from different backgrounds get on well together	LBTH Annual Residents Survey Local Government Association Resident Satisfaction Survey	Up
1B	Number of male and multi-ethnic background participants on idea store creative industry courses	Idea Store learners data	Up
1C	A reduction in all forms of hate crime across the borough across all protected characteristics.	London Hate Crime data	Down
1D	Residents' views on ability to influence decisions in their area.	LBTH Annual Residents Survey	Up

6. Equality Objective 2: Uphold and protect equality and diversity in all circumstances

No	Action	Strategic Plan Priority	Division Lead (s)	Cabinet Portfolio (s)
2.1	We will refresh our Borough Equalities Assessment and improve the collection of data about our communities. This will help enable us to target our interventions and ensure we make the greatest possible impact on tackling inequality.	Priority 8: A council that listens and works for everyone	Strategy, Improvement & Transformation	Cabinet Member for Equalities & Social Inclusion
2.2	We will work with our partners to ensure diversity and equality is at heart of our borough priorities.	Priority 8: A council that listens and works for everyone	Strategy, Improvement & Transformation	Cabinet Member for Equalities & Social Inclusion
2.3	We will work with partners to support more disabled residents into work.	Priority 4: Boost culture, business, jobs and leisure	Growth & Economic Development	Cabinet Member for Jobs, Skills and Growth
2.4	We will work to ensure that the commitment to equality of our new youth service is honoured and that groups which have traditionally been under-	Priority 3: Accelerate Education	Youth Services	Cabinet Member for Education, Youth and Lifelong Learning

	represented (such as girls and young Somali people) have fair access to these services.			
2.5	We will deliver projects and activities that reduce loneliness among older people and disabled residents.	Priority 5: Invest in public services	Public Health	Cabinet Member for Health, Wellbeing and Social Care
2.6	We will strengthen our analysis of impact from changes through supporting our Members and Officers to undertake and review Equalities Impact Assessments (EIA). We will also engage the community and explore how they will help shape EIAs.	Priority 6: Empower Communities and Fight Crime	Strategy, Improvement & Transformation	Cabinet Member for Equalities & Social Inclusion
2.7	We will deliver a Tackling Poverty Programme which is aimed at providing a safety net for those most in need and tackles the root causes of financial insecurity. This Programme will address our high level of child poverty.	Priority 1: Tackling the Cost of Living Crisis	Growth & Economic Development	Cabinet Member for Resources & Cost of Living
2.8	We will develop policies and interventions that address inequalities encountered by people who are non-binary and transgender. This will begin by conducting a needs assessment to inform our approach and interventions.	Priority 6: Empower Communities and Fight Crime	Strategy, Improvement & Transformation / Community Safety /Public Health	Cabinet Member for Equalities & Social Inclusion / Cabinet Member for Health, Wellbeing and Social Care
2.9	We will work with LGBT groups and stakeholders to address the needs of this community. A priority will be to address the decrease in provision of LGBT community spaces.	Priority 6: Empower Communities and Fight Crime	Strategy, Improvement & Transformation /Public Health/ Property and Major Programmes	Cabinet Member for Equalities & Social Inclusion / Cabinet Member for Health, Wellbeing and Social Care/Cabinet Member for Regeneration, Inclusive Development & Housebuilding

2.10	We will adopt 'Care Experienced' as a protected characteristic and take measures where appropriate to redress the disadvantage that may arise. We are committed to being a good corporate parent to care leavers; we will work to increase the job opportunities for young people in and leaving care.	Priority 3: Accelerate Education	Supporting Families	Cabinet Member for Education and Lifelong Learning
2.11	We will work with communities to ensure that barriers to participation affecting historically marginalised groups are removed and that Services are inclusive, safe, and open.	Priority 6: Empower Communities and Fight Crime	Strategy, Improvement & Transformation / Community Safety /Public Health	Cabinet Member for Equalities & Social Inclusion / Cabinet Member for Health, Wellbeing and Social Care

Performance measures for Objective 2

Note: The measures provide an overall indication of the direction of travel of the Equality Objective. They do not correspond to each action.

No	Measure	Source	Direction of travel
2A	Job starts among residents with disabilities	LBTH Performance Measure	Up
2B	Gross disposable household income per head	ONS, Annual estimates of UK regional gross disposable household income)	Up
2C	Percentage of children in relative low-income families, aged 0-15 years	DWP; Children in low income families, local area statistics	Down
2D	Residents' perception of being involved in decision-making	LBTH Performance Measure	Up
2E	Percentage of residents who feel loneliness all or some of the time	Annual Residents Survey	Down
2F	% of Care Leavers aged 17-25 who are in education, employment or training (EET)	LBTH Performance Measure	Up
2G	Number of LGBT venues in the borough	GLA Cultural Infrastructure Map	Maintain / Up

7. Equalities Objective 3: Address inequalities particularly those faced by Bangladeshi and Somali communities

No	Action	Strategic Plan Priority	Division Lead (s)	Cabinet Portfolio (s)
3.1	We will refresh and extend our partnership on race inequalities and ensure it is having a sustainable impact. We will also respond to regional best practice- advocated by London Councils - to ensure we are at the forefront of tackling race inequality.	Priority 6: Empower Communities and Fight Crime	Strategy, Improvement & Transformation	Cabinet Member for Equalities & Social Inclusion
3.2	We will support a dedicated resource centre for the Somali community, which is underrepresented in employment and local institutions, run by community members and open to the public.	Priority 6: Empower Communities and Fight Crime	Property and Major Programmes	Cabinet Member for Regeneration, Inclusive Development & Housebuilding / Cabinet Member for Equalities & Social Inclusion
3.3	We will work with the Somali community to identify, understand, and address the needs of the community.	Priority 6: Empower Communities and Fight Crime	Strategy, Improvement & Transformation	Cabinet Member for Equalities & Social Inclusion
3.4	We will provide specific refuges for women from Black, Asian and Multi-Ethnic backgrounds who flee domestic abuse, and assess the needs of the queer community in relation to domestic violence.	Priority 6: Empower Communities and Fight Crime	Integrated Commissioning	Cabinet Member for Health, Wellbeing and Social Care

Performance measures for Objective 3

Note: The measures provide an overall indication of the direction of travel of the Equality Objective. They do not correspond to each action.

No	Measure	Source	Direction of travel
3A	Number of Black, Asian and Multi Ethnic Women accessing refuge provision	LBTH Performance Measure	Up
3B	Number and percentage of members of council leisure centres who are from Black, Asian and Minority Ethnic backgrounds	LBTH Performance Measures	Up

3C	Reduce the ethnic (White and BAME) gap in employment rate	Borough Equality Assessment	Down
3D	Number of Somali Groups delivering activities from the Somali Hub	LBTH Performance Measures	Up

8. Strategic Plan Objective 4: Improve safety and opportunities for women.

No	Action	Strategic Plan Priority	Division Lead (s)	Cabinet Portfolio (s)
4.1	We will deliver the final year of our 5-year Violence Against Women and Girls (VAWG) Strategy.	Priority 6: Empower Communities and Fight Crime	Community Safety	Cabinet Member for Safer Communities
4.2	We will refresh the current VAWG strategy and include women's safety as a key theme. This will include work with directorates and departments such as Parks and Leisure, Highways, Licensing, Planning etc to improve safety and security.	Priority 6: Empower Communities and Fight Crime	Community Safety	Cabinet Member for Safer Communities
4.3	We will work with partners to improve outcomes for women in the criminal justice system.	Priority 6: Empower Communities and Fight Crime	Community Safety	Cabinet Member for Safer Communities
4.4	We will develop dedicated programmes and spaces for women from ethnic minority backgrounds. In particular, we will support the establishment of a dedicated resource centre for women with a focus on Bangladeshi community.	Priority 6: Empower Communities and Fight Crime	Property and Major Programmes / Strategy, Improvement & Transformation	Cabinet Member for Regeneration, Inclusive Development & Housebuilding / Cabinet Member for Equalities & Social Inclusion
4.5	We will support and empower women, particularly ethnic minority women, with dedicated projects and programmes, and dedicated community facilities.	Priority 6: Empower Communities and Fight Crime	Strategy, Improvement & Transformation	Cabinet Member for Equalities & Social Inclusion

4.6	We will seek to improve equality of access to sports, gyms and swimming. We will deliver targeted women and girls sports, including women only gym and swimming sessions.	Priority 4: Boost culture, business, jobs and leisure	Sports & Physical Activity	Cabinet Member for Culture & Recreation
4.7	We will deliver employment and training schemes to reduce the employment gap for women in our borough in particular for Black, Asian and multi ethnic women.	Priority 4: Boost culture, business, jobs and leisure	Growth & Economic Development	Cabinet Member for Jobs, Skills & Growth
4.8	We will deliver a Women's Commission to improve outcomes for women. We will work as a partnership to identify the key issues for women in the borough and to produce an agreed Women's Strategy for Tower Hamlets, with a specific, time limited and practical action plan for its delivery which will ensure women feel empowered to fulfil their potential.	Priority 6: Empower Communities and Fight Crime	Strategy, Improvement & Transformation	Cabinet Member for Equalities & Social Inclusion

Performance measures for Objective 4

Note: The measures provide an overall indication of the direction of travel of the Equality Objective. They do not correspond to each action.

No	Measure	Source	Direction of travel
4A	Number and percentage of members of council leisure centres who are female	LBTH Performance Measures	Up
4B	Victims of violence against women and girls who feel safer after engaging with commissioned provider	LBTH Performance Measure	Up
4C	Job starts for Women & Black, Asian and Multi Ethnic residents	LBTH Performance Measure	Up

9. Strategic Plan Objective 5: Ensure our workforce reflects the community

No	Action	Strategic Plan Priority	Division Lead (s)	Cabinet Portfolio (s)
5.1	We will develop and deliver our Workforce to Reflect the Community Strategy and action plan.	Priority 8: A council that listens and works for everyone	HR	Cabinet Member for Resources & Cost of Living
5.2	We will address Pay Gaps at the council in terms of gender, ethnicity, disability and sexual orientation.	Priority 8: A council that listens and works for everyone	HR	Cabinet Member for Resources & Cost of Living
5.3	We will deliver against our Stonewall improvement plan to improve our ranking in the workplace equality index. We will strive to create a safer and more inclusive environment for lesbian, gay, bisexual, and transgender Council staff.	Priority 8: A council that listens and works for everyone	HR	Cabinet Member for Resources & Cost of Living
5.4	We will increase the representation of Black, Asian, multi-ethnic and female staff at senior levels within the council.	Priority 8: A council that listens and works for everyone	HR	Cabinet Member for Resources & Cost of Living
5.5	We will address the under representation of any group of staff as necessary across the council's workforce.	Priority 8: A council that listens and works for everyone	HR	Cabinet Member for Resources & Cost of Living
5.6	We will deliver employment focused actions from the Tackling Race Inequality Action Plan.	Priority 8: A council that listens and works for everyone	HR	Cabinet Member for Equalities & Social Inclusion
5.7	We will identify opportunities to provide specialised equality, diversity, and/or awareness training for Council employees.	Priority 8: A council that listens and works for everyone	HR	Cabinet Member for Equalities & Social Inclusion

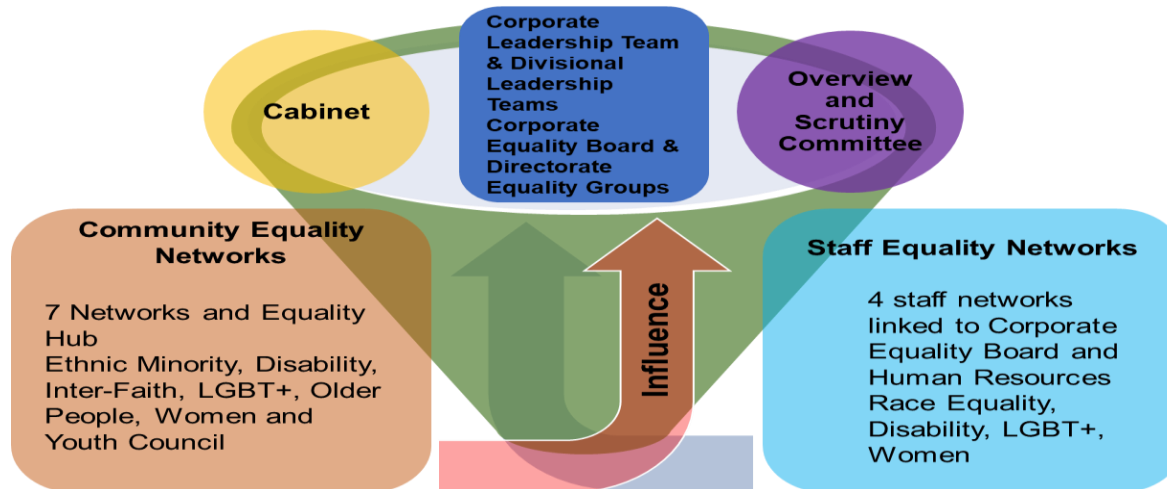
Performance measures for Objective 5

Note: The measures provide an overall indication of the direction of travel of the Equality Objective. They do not correspond to each action.

No	Measure	Source	Direction of travel
5A	Percentage of Black, Asian and multi-ethnic staff over £60,000 (top 5% of earners)	LBTH Performance Measure / Organisational Health Dashboard	Up
5B	Percentage of Female staff over £60,000 (top 5% of earners)	Organisational Health Dashboard	Up
5C	Percentage of Disabled staff over £60,000 (top 5% of earners)	Organisational Health Dashboard	Up

10. Governance and Influence

The various groups involved in the governance of the plan will help to monitor progress and ensure that our delivery is having the intended impact on equality outcomes. This will be supported by intelligence from various data sources and feedback from the community and our staff networks.



11. How to get involved and further information

Find out about the latest council news and events by visiting our website: www.towerhamlets.gov.uk

Check out our calendar of meetings to find out about upcoming council and committee meetings: www.towerhamlets.gov.uk/meetings

We regularly consult our residents and local businesses about proposals that are likely to impact them: talk.towerhamlets.gov.uk

If you need this document in another format such as braille, large print or translated, call 020 7364 4389 or email communications@towerhamlets.gov.uk

12. Equality Policy

Our Equality Policy sets out a clear commitment to ensure equality is at the heart of everything we do from the money we spend and the people we employ, to the services we provide. You can read the full policy [here](#).

13. Publication of equality information


The council is committed to publishing equalities information that is accessible and helps us to shape interventions and meet the needs of our service users and community. Our published information is available [here](#).

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<p>Cabinet</p> <p>January 31 2024</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Simon Baxter (Corporate Director, Communities)</p>	<p>Classification: Unrestricted</p>
<p>Procurement and delivery of new electric vehicle charging points 2024-2026</p>	

Lead Member	Councillor Kabir Hussain, Cabinet Member for Environment and the Climate Emergency
Originating Officer(s)	Ashraf Ali, Acting Director Public Realm
Wards affected	All wards
Key Decision?	Yes
Reason for Key Decision	(a) to result in the relevant local authority incurring revenue or capital expenditure which is, or the making of savings which are in excess of £1,000,000. (b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards
Forward Plan Notice Published	22/11/2023
Exempt information	N/A
Strategic Plan Priority / Outcome	Priority 7: A clean and green future Become a carbon-neutral council by 2025 and implement actions including insulation, electric vehicle charging, and sustainable energy schemes.

Executive Summary

This report seeks mayoral approval for officers to undertake three procurement projects for installing over 2000 new electric vehicle (EV) charging points across the borough in 2024.

This report also seeks mayoral approval to delegate the contract awarding for each of the above procurement exercises to the director of the public realm.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Approve the procurement of 35 rapid charging points delivered over the next two years to 2026 and fully funded by the appointed supplier.
2. Approve procuring 2000 slow charging points to be delivered over the next two years to 2026.
3. Approve LBTH as the lead borough in undertaking the joint procurement with the London Borough of Barking and Dagenham of 200 fast and 30 rapid charging points delivered over the next two years to 2026 (200 fast charging points and 10 rapid charging points would go to LBTH) Two hundred fast charging points and ten rapid chargers would go to LBTH.
4. Authorise the Corporate Director Communities to approve the contract awards pursuant to the procurements referred to above
5. Authorise the Corporate Director Communities to approve the execution of any other documentation to give effect to the above recommendations
6. Authorise the Corporate Director Communities to enter into any grant agreement relating to the receipt of funding for charging points with the Department of Transport

1 REASONS FOR THE DECISIONS

- 1.1 This decision is required so that work can proceed to deliver on policies set out in the Strategic Plan Priority 7: A clean and green future.
- 1.2 Delegating the awarding of the contract for each of the above procurement exercises to the director of Communities would reduce the delay incurred to project delivery to return to the cabinet for decisions to award in May and September 2024.

2 ALTERNATIVE OPTIONS

- 2.1 Refusal to install the required number of electric vehicle charging points on the street: This would compromise the Council's ability to comply with its Strategic and Air Quality Action plans and London-wide Air Quality and Transport Policies.
- 2.2 Reduce the speed of delivery: current changes in the market and emissions legislation suggest that demand is likely to grow more quickly than predicted, and slowing delivery would lead to a significant undersupply of required charging point.

3 DETAILS OF THE REPORT

- 3.1 As of June 2023, Tower Hamlets has 23 fast charging Source London Points and 327 street lighting column charging points provided by multiple providers. The objective of the delivery plan will be to set out our approach to

encouraging the uptake of EVs within Tower Hamlets through the introduction of an expanded EV charging network.

- 3.2 Data shows that 93% of homes in Tower Hamlets do not have access to their off-street parking, and these homes are more likely to rely on public chargers.
- 3.3 By the first quarter of 2023, Tower Hamlets had 2533 registered plug-in vehicles (1439 battery electric vehicles and 1094 plug-in hybrid vehicles). This is an increase of 121% from the previous 5-year period.
- 3.4 The 1400 (by 2026) set out in the council EV delivery plan has therefore been reviewed, given the significant increase in the growth rate from Q1 2018 to Q1 2023. Table 1 below sets out a phased delivery of 2235 charging points to be delivered by the 2025/26 financial year (2000 slow chargers, 200 fast chargers and 35 rapid chargers).

Table 1: Amended Tower Hamlets charging points phasing plan from adopted EV delivery plan

Year	2024/25	2025/26	Total
Slow chargers	1000	1000	2000
Fast chargers	100	100	200
Rapid chargers	10	25	35
LEVI funded rapid chargers	10	0	10
Totals	1120	1125	2245

- 3.5 The estimated infrastructure costs of each project are £1.2m for the 35 rapid chargers and £6m for the 2000 slow chargers. The costs of the rapid chargers and slow chargers for these projects will be borne by the appointed suppliers for these chargers.
- 3.6 In July 2023, LBTH expressed an interest in funding new EV charging under the Department for Transport’s LEVI (Local Electric Vehicle Infrastructure) scheme. One of the scheme’s essential requirements to access the funding is for local authorities to form partnerships to purchase at scale and ensure value for money for public funding.
- 3.7 LBTH has partnered with the London Borough of Barking and Dagenham to access LEVI funding. In September 2023, this partnership was informed it has an allocation of £2.3m subject to a more detailed formal bid was submitted on 30th November 2023. This will fund 200 fast chargers and 10 rapid chargers for Tower Hamlets, and 20 rapid chargers for the London Borough of Barking and Dagenham.
- 3.8 For all three projects detailed in this report, there will be a revenue share payable to the council and an annual site fee for each charging point location

in the case of fast and rapid chargers. These figures will be secured through the competitive procurement process.

- 3.9 The key advantage is that it complies with the Councils Strategic and Air Quality Action plans, London-wide Air Quality and Transport Policies. Furthermore, there is potential to generate income to the council. However, the council's procurement approach would seek to minimise the cost of charging to local communities.
- 3.10 Over 2000 charging points will create a significant presence of charging points on the borough's highway. This may potentially have an adverse impact on existing pedestrian space. There are examples in other parts of London where charging points have been installed in unsuitable locations and left insufficient footway space for comfortable use by pedestrians. For this project, there will be a minimum of 1.8m footway to be retained after the installation of charging infrastructure to allow for comfortable footway use.

4 EQUALITIES IMPLICATIONS

- 4.1 A full EQIA will be prepared once the charging point locations are agreed upon, and a supplier is appointed. This is the stage at which information on the costs of charging and the type of charging point will be fully known.

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: The delivery of this strategy seeks to utilise procurement channels for installing charging points, which are being procured to ensure value for money is maximised through minimising costs to the council and maximising revenue.
 - Consultation: Section of the London Local Authorities and Transport for London Act 2013 Government legislation public notices to issue where charge points are proposed. This will be undertaken for each of the points to be installed through this delivery plan.
 - Environmental (including air quality): The entire objective of this plan is to facilitate a shift to cleaner electric vehicles and meet the Outcome of the Strategic Plan (People live in a borough that is clean and green).
 - Risk Management: Health and safety assessments and plans will be required from the relevant contractor in all implementation work to mitigate any risk to the Council, contractor's employees and/or the public in these facilities' delivery and ongoing operation.

- Crime Reduction: Caution will be applied in extending the initial supply of electric vehicle points to enable them to be monitored for any crime and antisocial behaviour issues which may arise.
- Data Protection: Contracts will be entered into with various suppliers, and they will cover GDPR implications.

6 COMMENTS OF THE CHIEF FINANCE OFFICER

- 6.1 The report is seeking Mayoral approval to procure 35 rapid charging points and 2,000 slow charging to be installed across the Borough over the next two years
- 6.2 The capital investment required is £1.2m for the rapid chargers and £6m for the slow chargers. These costs, along with any running costs will be borne in full by the suppliers and will therefore have no capital or revenue implication for the Council's budget.
- 6.3 LBTH has partnered with the London Borough of Barking and Dagenham to access LEVI funding for further investment in electric chargers. The partnership has been awarded £2,3m and will fund a further 200 fast and 10 rapid chargers within the borough. All costs associated with the installation of these chargers will be met from the grant.
- 6.4 The Council will receive a revenue share payable to the council and an annual site fee for each charging point location in the case of fast and rapid chargers. The additional income that will be generated is unknown at present and will be secured through the procurement process.

7 COMMENTS OF LEGAL SERVICES

- 7.1 The Council has the legal power to undertake the activities referred to in this report.
- 7.2 The Council has the legal duty to obtain Best Value. This will in part be satisfied by running an appropriate procurement process where the award is given to the most economically advantageous tender based upon pre-advertised evaluation criteria which are a blend of quality and price.
- 7.3 The legal duty referred to in 7.2 may be satisfied by running a mini-competition based on a framework which was set up in accordance with the Public Contracts Regulations 2015
- 7.4 The Council has the legal power to undertake a procurement on behalf of other public bodies. However, each public body has its own legal duty to correctly procure in line with the law and an agreement should be reached prior to the commencement of the procurement with each authority to determine the extent of the Council's liability to the others.

Linked Reports, Appendices and Background Documents

Linked Report

- None

Appendices


- Appendix A-EQIA
- Appendix B-Site List

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

- None

Officer contact details for documents:

Ashraf.Ali@towerhamlets.gov.uk

Cabinet 31 January 2024	 TOWER HAMLETS
Report of: Paul Patterson – Director of Housing & Regeneration	Classification: Part Exempt
Title: Harriott, Apsley & Pattison (HAP) Houses Regeneration Scheme: Appropriation of Land for Planning Purposes and In-Principle Resolution to make a Compulsory Purchase Order	

Lead Member	Councillor Kabir Ahmed, Cabinet Member for Regeneration, Inclusive Development and Housebuilding
Originating Officer(s)	Abad Uddin
Wards affected	Stepney Green
Key Decision?	Yes
Forward Plan Notice Published	Yes
Reason for Key Decision	Financial threshold and impact on residents
Strategic Plan Priority / Outcome	1. People are aspirational, independent and have equal access to opportunities; 2. A borough that our residents are proud of and love to live in;

1. EXECUTIVE SUMMARY

1.1 This report seeks authorisation for Officers to proceed with the appropriation of land for planning purposes under section 122 of the Local Government Act 1972 to facilitate the regeneration of the property known as the Harriott, Apsley & Pattison (HAP) Houses ("the Land"), adjacent to the Clichy Estate, the boundaries of which are shown in red on the plan at Appendix 1.

The report also seeks:

- 1.1.1 agreement in principle that the Council pursue the use of its compulsory purchase powers to facilitate the regeneration of the Land to deliver the regeneration objectives; and
- 1.1.2 approval of the proposal to relocate the Redcoat Community Centre and Mosque (RCCM) situated on the Land in accordance with previous Cabinet approval on, 15 December 2021 and approval to delegate the terms of an agreement for lease of a new facility to the Corporate Director of Housing and Regeneration.

- 1.2 Approval of this report's recommendations will help facilitate the regeneration of the Land comprising demolition of existing buildings to provide circa 407 residential units, including circa 180 affordable units (including re-provided units), and community floorspace with associated landscaped communal amenity space, accessible car parking, secure cycle parking spaces and refuse / recycling storage.

RECOMMENDATIONS:

The Mayor in Cabinet is recommended to:

1. **Confirm** that the Land (outlined in red on the plan attached at Appendix 1) is no longer required for those purposes for which it is held (housing and open space);
2. **Approve** the appropriation of the Land for planning purposes to facilitate the redevelopment for residential and community uses pursuant to section 122(1) of the Local Government Act 1972 (subject to 2.1.3 below);
3. **Delegate** authority to the Corporate Director of Housing and Regeneration in consultation with the Mayor, to take all necessary steps to affect the appropriation of the Land for planning purposes in accordance with section 122(1) of the Local Government Act 1972, including applying to the Secretary of State for consent to the appropriation of the parts of the Land held for housing purposes pursuant to section 19(2) of the Housing Act 1985;
4. **Delegate** to the Corporate Director of Housing and Regeneration, the authority to appoint external consultants to assess and agree any compensation and claims arising from redevelopment of the Land;
5. **Delegate** authority to the Director of Housing and Regeneration and the Director of Legal Services and Monitoring Officer, in consultation with the Mayor, to agree the terms of and enter into any documentation required to settle any property matters necessary to progress the regeneration scheme;
6. **Agree** the proposals to relocate the Redcoat Community Centre and Mosque in accordance with the approach set out in section 8 of this report and to delegate the terms for disposal of a lease of a new facility to the Corporate Director of Housing and Regeneration in consultation with the Mayor;
7. **Agree in principle**, further to the Cabinet report dated 15 December 2021, that the Council can pursue the use of compulsory purchase powers to support the delivery of the redevelopment of the Land and the objectives of the scheme to acquire any outstanding interests in the Land; and
8. **Agree in principle** to authorise the making, seeking confirmation and implementation of a CPO in order to facilitate the redevelopment of the Site and, to provide new and improved housing, and community facility. Note the intention to bring a further report to the Mayor in Cabinet later in 2024 recommending the formal making of a compulsory purchase order.

2. REASONS FOR THE DECISIONS

- 2.1 The decisions sought in this report are to enable the delivery of more than 400 new homes and a new community centre on Council-owned land currently occupied by housing blocks (known collectively as Harriott House, Apsley House and Pattison House), comprising 100 flats and maisonettes, and two community buildings.
- 2.2 The regeneration of HAP (Harriott, Apsley and Pattison Houses) has been identified as a priority in the new council homes programme. Cabinet on 15 December 2021 made various resolutions to progress the delivery of the regeneration project at Stepney for the redevelopment of Harriott, Apsley, Pattison Houses, including approving a budget to progress the delivery. The report also authorised officers to enter into agreement with affected landowners necessary to facilitate the scheme.
- 2.3 The redevelopment of Harriott, Apsley, Pattison Houses will secure a number of public benefits, including:
- i) Increasing the supply of affordable housing, for which there is an acute need;
 - ii) Providing local economic investment, including job and training opportunities;
 - iii) Improving housing stock; and
 - iv) Improving public realm.
- 2.4 It is therefore considered that the scheme would contribute towards the promotion and improvement of the economic, social and environmental well-being of the borough.
- 2.5 An appropriation of the Land is required to mitigate against the proposed redevelopment of the HAP being frustrated or delayed by legal injunction and to ensure the delivery of the scheme.

3. ALTERNATIVE OPTIONS

- 3.1 Do nothing option: if the Council decides not to appropriate the Land, then there is the potential that affected interest holders could bring injunction proceedings which could stop the construction of the project or significantly delay its delivery. Doing nothing could therefore significantly delay the delivery of the regeneration and the new affordable homes.

4. BACKGROUND INFORMATION

- 4.1 Increasing the supply of affordable housing is a significant priority for the London Borough of Tower Hamlets. There are currently more than 20,000 households on the Council's Housing Register, of which at least 50% are in

urgent housing need. As part of meeting the need for affordable homes several Council-owned sites across the borough have been identified for infill development. The Harriott, Apsley and Pattison Houses (HAP), is one of those opportunity sites identified in the Stepney Green area.

- 4.2 London with a population of approximately 9 million people, is expected to grow to over 10 million over the next two decades. In east and southeast London, an increase of 600,000 is forecasted to reach a population of 2.9 million by 2031. Providing sufficient housing and employment to meet current and future demand is a strategic priority for London's Local Authorities, the Mayor of London, and the Government. The borough's emerging Local Plan identifies the need to accommodate 30,601 new homes and 78,975 new jobs by 2031.
- 4.3 Housing has an important role in shaping healthy places, preventing ill health, supporting residents into work and tackling child poverty. The Council has a corporate objective to deliver 1000 social homes every year.
- 4.4 The Land comprises residential flats, the Redcoat Community Centre and Mosque and associated open space. The Council is the freeholder owner of the Land but there are a number of resident and non-resident leaseholders.
- 4.5 The Land is situated in the Stepney Green ward, has an overall area of approximately 1.79 hectares and comprises three housing blocks and two community buildings. Built in 1954, the three mid to high rise housing blocks, comprise 100 flats and maisonettes, of which 36 are social rented homes, 34 are owned and occupied by resident leaseholders and the remainder owned by non-resident (investor) leaseholders. The community provision includes the Redcoat Centre, a single storey building from which Adult Services were delivered and Redcoat Community Centre (mosque), comprising 4 connected single-storey portacabin structures. All buildings are within the Council's freehold ownership. In total, there are 58 car parking spaces.
- 4.6 In July 2019, the Council started to talk to residents of HAP, the Redcoat Community Centre and Mosque and other stakeholders about the potential to regenerate this estate. A Resident Ballot was subsequently held between 18th March and 9th April 2020. The majority of residents voted in favour of redevelopment. As part of a comprehensive consultation process, local residents and stakeholders have contributed to the vision for the future development and the emerging design proposals.
- 4.7 In September 2020, the report to Cabinet on the capital programme, confirmed that the regeneration of HAP was the next priority for funding as part of the new Council homes programme. At that time, funding was identified and allocated to the first 1,000 homes programme and capacity within the Housing Revenue Account for the next phase was being assessed. The review of the HRA Business Plan by Savills has established that the HAP redevelopment can be afforded.
- 4.8 The total scheme costs for the entire redevelopment are estimated to be in the region of £215.000m. In July 2019, Cabinet approved a budget of

£2.000m to deliver the design and consultation stage for this scheme, increased to £2.753m in November 2021. This has funded the pre-development stage from initial consultation to planning submission. On 15 December 2021, Cabinet approved a budget of a further £86.000m for the first three years of the scheme to include land assembly costs and settlements, design and planning fees, and fees associated with procurement and legal activities. Cabinet also delegated powers to officers to enter into necessary agreements with affected landowners to deliver the scheme.

4.9 The Council's offer (Appendix 3) was presented to residents prior to the opening of ballot. The following promises were made to residents:

- We will keep the community together
- More council homes for social rent
- Reduced crime and anti-social behaviour through better design
- New homes at social rents for all existing council tenants
- Options to suit every resident leaseholder
- Addressing overcrowding on the estate through the provision of new affordable homes
- One move to a new home, wherever possible
- Financial compensation and all reasonable moving costs paid
- Current street parking permits guaranteed
- Residents' Panel representing residents in decision making and shaping the future of their estate
- Door-to-door moving support for older and vulnerable residents

4.10 The Council commenced the buyback programme in June 2023 and is in active negotiations with leaseholders who have a land interest on the site. Acquisition or agreements in relation to property interests is necessary to progress with the development in accordance with the programme.

4.11 Planning permission ref. PA/21/02703 was granted on 9 August 2023 in respect of the regeneration of the Land (the "2023 Permission"). The Council intends to submit a further application to secure a new location on the Land for the Redcoat Community Centre and Mosque so that it is located within a standalone building, rather than being located below residential flats as per the consented 2023 Permission.

4.12 The proposed development comprises the phased demolition of all of the existing buildings and structures on the site and redevelopment in the

anticipated form of up to 12 new housing blocks (arranged in separate configurations of 6 inter-linked blocks each) ranging from 3-8 storeys in height, containing approximately 407 units of Class C3 residential accommodation overall and a Class D1 community use facility. The scheme and its benefits are explained in more detail below.

- 4.13 The Invitation To Tender (ITT) is expected to be published by early 2024. Negotiations with bidders will commence by mid next year, with a final report to cabinet by the end of the year.

5. APPROPRIATION

5.1 Background

- 5.1.1 The Land is predominantly held for housing purposes. The Council has also identified that there are areas within the Land that could constitute open space.
- 5.1.2 Section 122 of the Local Government Act 1972 provides a power to the Council to appropriate land from one purpose to another. This purpose can be any purpose for which the Council is authorised to acquire land by agreement. The Council must consider whether the Land is no longer needed in the public interest of the locality for the purpose for which it is held. The Council should not make the appropriation unless it considers that interference with rights are necessary.
- 5.1.3 Without the exercise of the Council's appropriation powers, parties who are affected by the diminution of their rights to light have the potential ability to bring injunctive proceedings to prevent the development. This could potentially halt the project and could result in a delay to the delivery of the development.
- 5.1.4 Once the Land is appropriated for planning purposes, the Council will be able to exercise powers under section 203 of the Housing and Planning Act 2016 to interfere with existing rights annexed to adjoining land that may adversely affect the Land. Section 203 does not extinguish adjoining owners' rights but allows a specific development to proceed in accordance with the grant of planning permission. The statutory objective of S203 is that, provided that the development is undertaken in accordance with a planning permission and subject to other criteria being satisfied, a local authority should be permitted to develop its land in the manner in which it, acting bona fide, considers will serve the public interest and to that end it is recognised that a local authority should be permitted to interfere with third part rights.
- 5.1.5 There are four requirements that must be fulfilled in order for section 203 to be exercised are:
- i) the site must be acquired or appropriated by a local authority for planning purposes;

- ii) there is planning consent for the building or maintenance work or use;
 - iii) a local authority could (if not already the owner) acquire the site compulsorily for the purposes of carrying out works (including construction and maintenance works), or for the use of the land permitted by the relevant planning consent; and
 - iv) the work or use in question relates to the purposes for which the land was appropriated.
- 5.1.6 The effect of section 203 is to enable the development to proceed and authorises the interference of those rights. Third parties whose rights are infringed are entitled to compensation for any interference with a relevant right or interest or breach of a restriction that is authorised by section 203. This is addressed in section 204.
- 5.1.7 Section 204(2) confirms that compensation should be calculated on the same basis as compensation payable under section 7 and 10 of the Compulsory Purchase Act 1965. The amount of compensation payable is the diminution in the value of the affected interest. Any dispute about compensation payable may be referred or determined by the Upper Tribunal.
- 5.1.8 The Council has commissioned a Rights of Light Analysis Report (Appendix 4) to assess the potential effects of the development on any rights of light to some neighbouring properties and businesses outside the Land. There are some restrictive covenants and rights of statutory providers on the Estate that may also be interfered with. The risk of injunction means that the Council should consider the use of its statutory powers to ensure that the development proceeds.
- 5.1.9 As a result of the above, authority is sought to authorise the Corporate Director of Housing and Regeneration to appropriate for planning purposes under section 122 of the Local Government Act 1972 and authority to settle any compensation claims arising from the appropriation.
- 5.2 Appropriation Notices**
- 5.2.1 The Land which is subject to appropriation for planning purposes could be construed to include open space. Before an appropriation of open space, the Council must advertise its intention to appropriate by way of a public notice for two consecutive weeks in a local newspaper and it must consider any representations made as a result of the intention to appropriate. Public notices advertising the Council's intention to appropriate the Land were published on 14 December and 21 December 2023 in the Docklands and East London Advertiser.
- 5.2.2 As the Land also includes parts held for housing purposes, the Council will need to seek the consent of the Secretary of State prior to the appropriation pursuant to section 19(2) of the Housing Act 1985.

5.3 Why the Land is no longer needed to its current purposes

5.3.1 To appropriate the Land, it must be considered to be "no longer required for the purpose for which it is held immediately before the appropriation".

5.3.2 It is considered that the current housing and open space results in an ineffective use of the Land. The existing blocks are poorly organised on the Land with lots of open space that has little practical value to residents (and the general locality) and is costly to maintain. There is an opportunity to replace relatively low-density, poor-quality housing with higher densities of high-quality homes and more homes for larger families. Significant improvements can also be made to the living environment for residents and the public realm.

5.3.3 Capacity studies and the grant of the 2023 Permission have shown that regeneration of the Land offers the opportunity to provide in the region of over 400 new homes, in place of the existing 100 homes. In comparison to other estates in the borough, the Land has great potential for site optimisation and potentially a significant net increase in the number of homes including new affordable Council homes.

5.3.4 The current housing on the Land is also outdated and inefficient and is consequently not suitable for modern day living. In particular, the housing suffers from:

- Poor thermal and acoustic insulation in comparison to current building regulation requirements resulting in a higher fuel cost;
- Poor quality public realm including inadequate refuse disposal and collection facilities and poor-quality external amenity provision;
- Inadequate security to the area leaves individual homes vulnerable to anti-social behaviour (ASB) and low-level crimes.

5.3.5 The Council does not consider that these issues can be addressed through refurbishment of the estate or by piecemeal regeneration.

6. THE SCHEME AND ITS PUBLIC BENEFITS

6.1 The Scheme

6.1.1 The scheme proposes the comprehensive redevelopment of the Land. For the purpose of the 2023 Permission, the scheme is described as follows: Redevelopment of the site comprising demolition of existing buildings (including Harriott House, Apsley House, Pattison House, The Redcoat Centre and Redcoat Community Centre) to provide 407 residential units (Class C3) and 1,150m² of community use (Class F.2) provided across buildings ranging in height from 4-8 storeys, together with associated landscaped communal amenity space, accessible car parking, secure cycle parking spaces and refuse/recycling storage facilities.

- 6.1.2 As noted above, the Council intends to submit a further planning application to vary the layout of the scheme to provide for a standalone building to the Redcoat Community Centre and Mosque. The Council considers that the revised scheme, which would deliver qualitative and quantitative improvements to the existing housing stock to meet local housing need, improve social facilities and environmental amenity, is supported at all levels of current planning policy.
- 6.1.3 The proposed development (pursuant to the revised proposals) comprises the phased demolition of all of the existing buildings and structures on the site and redevelopment in the anticipated form of up to [12 new housing blocks, ranging from 3-8 storeys in height, to provide at least 407 new homes and a standalone community building].
- 6.1.4 The proposed new homes are arranged within two perimeter blocks, with a new central green street between them. Each has its own secure private internal courtyard. The proposed scheme will provide an improved accessible, well-connected and sustainable network of open space and high-quality public realm.
- 6.1.5 Each building within the perimeter blocks will have its own secure entrance and the right-hand perimeter block will have podium parking for the wheelchair-accessible homes. All the buildings will have separation distances of at least 18m to maintain good levels of privacy and prevent any unreasonable overlooking.
- 6.1.6 The new homes are being designed to meet the planning policy requirements for sustainability, aiming to achieve an estimated site-wide CO2 emission reduction of at least 45% over the Target Emission Rate (TER) using the SAP 10 emission factors, through a combination of energy conservation measures, renewable heat, and electricity generation technologies, such as Photovoltaic solar panels (PV) and Air Source Heat Pumps (ASHP)
- 6.1.7 As will all new developments, this scheme will be car-free, with the exception of the provision being made for accessible car parking on site. Existing tenants will be able to retain their rights to apply for a parking permit after transferring into one of the new homes in the proposed development, but this will be for general on-street parking only (CPZ permit). Provision will be made for cycle parking in accordance with planning policy requirements.

6.1.8 The tables below detail the new homes to be provided: -

Table 1 – Schedule of re-provided homes accommodation

Tenure Type	Tenure Mix - Units (%)	Unit Mix	
		Unit Size	Unit Count
Existing Resident Leaseholders	28	1 Bed	0
		2 Bed	4
		3 Bed	19
		4 Bed	5
Existing Secure Tenants	35	1 Bed	1
		2 Bed	9
		3 Bed	20
		4 Bed	5
TOTAL REPROVISION	63		

Table 2 – Schedule of accommodation for new scheme

Tenure Type	Tenure Mix - Units (%)	Unit Mix	
		Unit Size	Unit Count
Affordable Rent	112 (32.6%)	1 Bed	28
		2 Bed	26
		3 Bed	40
		4 Bed	18
Private Sales	232 (67.4%)	1 Bed	87
		2 Bed	118
		3 Bed	27
		4 Bed	0
TOTAL ADDITIONALITY	344		
TOTAL OF 407 HOMES			

6.2 Public benefits

6.2.1 A summary of the benefits of the scheme is as follows.

6.2.2 **Social benefits** in summary - The residential proposals for the Land comprise the re-provision of high-quality affordable housing to compensate for the loss of the existing poor quality housing stock which will help meet local housing needs. The proposals will also introduce new residents to the area and expand the local community. The provision of a range of dwelling sizes will meet the needs of different occupiers and will assist in creating a strong and balanced community. The scheme will also be an opportunity for

children of existing residents who are on the housing register to be rehoused in the new development at the same time as their parents. This offer is open to all secure tenants and resident leaseholders and applicable to one member per household.

6.2.3 Drawing on the above, the headline social benefits are:

- A total of 112 new affordable rented homes;
- 36 replacement social rent homes for existing tenants, & 112 additional grant funded homes at affordable rents
- which includes 22 homes to be provided for qualifying adult children of secure tenants and resident leaseholders;
- 28 homes for shared equity sale to enable resident leaseholders to remain on the new development;
- 56% of all additional rent homes are family size;
- 34 (10% of additional homes) are wheelchair accessible homes;
- A new and improved community centre/mosque;
- 232 market homes to cross subsidise the affordable housing provision and provide diversity of tenure; and
- All new homes will meet modern living standards.

6.2.4 Of the total 407 new homes being developed, 344 of these are additional homes, of which 232 (637 habitable rooms) are private and 112 (456 habitable rooms) affordable. Of the 344 homes being provided, 41% on a per habitable room basis are being provided at affordable rents.

6.2.5 **Economic benefits** in summary - The proposed development will also contribute to economic growth during the construction period. The construction of new development creates a range of employment opportunities within the local and wider economy and has been acknowledged by the Government as a key driver for boosting housing delivery as required by the National Planning Policy Framework (NPPF). Construction of the development will support jobs directly on site as well as indirect support to additional jobs in the supply chain. The proposals will also contribute to the economic role of sustainable development by delivering land to improve choice and competition in the residential marketplace. The procurement process will seek to secure employment and training opportunities are targeted at local people to ensure residents of the borough have the chance to benefit from the employment the scheme will deliver.

6.2.6 **Environmental benefits** in summary - The redevelopment of the Land will remove the existing poor-quality buildings and extensive hard surfacing and under-utilised land around the Land and will provide new buildings of high-

quality design that will improve the contribution of the site to the local area. The proposals include extensive improvements to the public realm, improving the local environment for residents. The proposals seek to introduce a variety of soft landscaping areas to the Land comprising communal garden spaces located in the courtyard areas and a centrally located new square which will deliver ecological and environmental benefits to the site and surrounding area. There will be scope for play with play equipment targeted to 0–5-year age range, as well as multigenerational spaces such as the allotments in the courtyards which could be allocated to households to allow them to grow their own fresh produce. The new buildings will have green roofs to encourage biodiversity. New homes will be built to modern standards which will reduce negative environmental impacts.

- 6.2.7 The scheme is delivering the Council's Local Plan targets for delivery of affordable homes, place making, decarbonising our housing stock, homes that meet high sustainability standards.

7. REDCOAT COMMUNITY CENTRE AND MOSQUE (RCCM)

- 7.1 The new standalone facility is more desirable for the community group as it will make management much easier, as the previous design was part of a housing complex which meant careful monitoring of noise and users around the building. The new facility will provide clear demarcation of services to the estate and to the community building. The community group always had a desire for its own facility hence why they initially submitted their own planning application to develop on the existing land. This opportunity will allow them to be part of the wider regeneration scheme and also get a purpose-built facility.

8. NEXT STEPS

- 8.1 The scheme will be delivered two major phases. The first phase will involve the demolition of the existing Redcoat office which is located in the corner of Stepney Way and Wellesley Street and also the removal of the existing pram sheds next to Harriott House. Once those sites are clear phase 1 construction will commence and will take approximately 2.5 years to complete. This will produce 109 homes which residents from the three buildings will be decanted into in a single move.
- 8.2 Once the decant has been complete, phase 2 will commence. Phase 2 will involve the demolition of Harriott, Apsley and Pattison Houses and the remaining construction will commence, and it will take a further 3 years to complete.
- 8.3 In total the scheme's construction period will take approximately 5 to 6 years to complete. The programme for the scheme aims to maintain the running of the Redcoat Community centre while the construction period for phase 1 takes place. It is envisaged that the Redcoat Community Centre will also move in a single decant in phase 1, which will ensure a normal running of service and that there will be no severe disruptions to the congregation.

- 8.4 The Council is in the process of procuring a development partner to deliver the scheme and further reports shall be made to the Mayor in Cabinet in respect of the appointment of any such partner.
- 8.5 The Council will continue with its attempts to voluntarily achieve negotiated settlements with all property interests wherever possible in accordance with its landlord offer (Appendix 3), an approach consistent with DLUHC's guidance on the compulsory purchase process and The Crichel Down Rules (2019) (the 'CPO Guidance'). To date, the Council has acquired 2 resident leaseholders' interest and 2 non-resident leaseholders' interests in the Land, leaving a total of 65 leasehold interests to be acquired (comprising 32 resident leaseholders and 33 non-resident leaseholders).
- 8.6 Notwithstanding that the Council shall continue to negotiate with all affected leaseholders, given the number of outstanding interests in the Land, the Council reasonably considers that it may be necessary to acquire all remaining interests by way of a compulsory purchase order.
- 8.7 The CPO Guidance sets out the policy tests that the Government will expect acquiring authorities to satisfy when making a CPO. In accordance with the CPO Guidance:
- 8.7.1 the Council should use compulsory purchase powers only where it is expedient to do so; and
- 8.7.2 a compulsory purchase order should only be made where there is a compelling case in the public interest for doing so.
- 8.8 In preparation for a potential compulsory purchase order, the Council has instructed land referencer's to help identify all interests in the Land and has instructed solicitors to advise on the making of any compulsory purchase order.
- 8.9 It is envisaged that a report will be presented to the Mayor in Cabinet later in 2024 seeking authority to make a compulsory purchase order. The Council will, nonetheless, continue to proactively progress negotiations to voluntarily acquire all remaining property interests in the Land and, in line with the CPO Guidance, will continue these negotiations in tandem with any compulsory purchase order that is made.

9. EQUALITIES IMPACT ASSESSMENT

- 9.1 The Council has a public sector equality duty under the Equalities Act 2010 to have due regard to:
- Tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;

- Advance equality of opportunity between people who share those protected characteristics and people who do not;
 - Foster good relations between people who share those characteristics and people who do not.
- 9.2 As part of the regeneration scheme, the Council has been working closely with residents to ensure they are consulted on all aspects of the new development. Working closely has ensured that we listen to residents and understand their needs and also how the development will have an impact on their lives.
- 9.3 As part of the Equalities Impact Assessment (EqIA) that was brought to Cabinet in 2021, the Council carried out a survey with the residents from HAP. A telephone and door knocking exercise was conducted and the survey responses formed part of the EqIA outcome. The EqIA has since been updated and a desktop exercise was carried out to reflect some of changes to the scheme.
- 9.4 The appended EQIA report (Appendix 2) highlights how the regeneration programme has sought to deliver a range of positive impacts, while mitigating a number of negative impacts on certain protected characteristics during the transition phase.
- 9.5 A summary of these impacts, specifically in terms of equality is set out below:
- Housing needs that respond to a wide range of protected characteristics will be positively enhanced through the development of these new units providing opportunities for housing;
 - There will be more homes designed to lifetime homes standards and with disability access;
 - Improving the housing stock will provide more homes for more people, to higher standards and hence improve the quality of accommodation for residents currently on the estate;
 - The design of the new development will use sustainable forms of energy such as centralised heating and hot water and photovoltaics to generate electricity. Combined with high levels of thermal insulation, it is hoped this will enable lower running costs for residents (depending on their usage and temperature preferences);
 - Application of Considerate Contractor requirements to minimise negative impact during construction period;
 - There will be an expansion of housing offer (additional units) for those on the waiting list and also hidden household members, many of whom come from protected characteristics;

- The needs of older people and those with disabilities will be enhanced by the development of properties built to lifetime homes standards;
- Families will have units that are in much better condition than they are currently;
- There will be more 3 and 4 bed units which will address the overcrowding experienced by some of the existing residents of HAP, both tenants and leaseholders. As well as meet the needs of those families across the borough in overcrowded conditions; and
- The new homes will be built to meet residents' specific housing needs such as the inclusion of aids and adaptations. As well as considering design features that ensure the safety of vulnerable children and adults with severe learning difficulties such as autism.

9.6 Working in close collaboration between Council departments, the ITLA and residents themselves will ensure we reduce or even eradicate these impacts.

10. BETTERMENT OF REGENERATION SCHEME

10.1 Regeneration and development is a key factor to ensuring economic prosperity for the individual and for the community. The Council has to plan for the overall social infrastructure to meet the needs of the rising local population.

10.2 As the number of applicants joining the housing register for social housing increases, the supply is not there to maintain the demand. One of the ways to address this concern is to build more homes. This regeneration scheme will help towards that target of creating additional homes that will go onto house residents from the housing register.

10.3 The Scheme has been designed to fully conform with the principles of 'successful estate regeneration schemes' set out in the Mayor's Good Practice Guide to Estate Regeneration. The overarching objectives of the Scheme are aimed at delivering safe and better-quality homes for local people, increasing the overall supply of new and affordable homes, and improving the quality of the local environment. Underpinning this approach is a commitment to ensuring that there is a full right to remain for the existing social tenants and resident leaseholders, so that the households can remain on their 'estate' by moving no more than once.

10.4 The key objectives are as follows:

- keep the community together
- provide more council homes for rent
- reduce crime and anti-social behaviour through better design
- new homes at social rents for all existing council tenants
- addressing overcrowding on the estate through the provision of new affordable homes
- reprovision of Community building

11. BEST VALUE (BV) IMPLICATIONS

- 11.1 The Council is required to consider the value for money implications of its decisions and to secure best value in the provision of all its services. The proposed regeneration scheme will be funded largely by a combination of GLA funding, Right to Buy receipts and capital funding. It is also envisaged that the sales income from the private sales units will help cross subsidise some of the scheme costs. The scheme will also attract New Homes Bonus and additional Council Tax and Business Rates for the Council.
- 11.2 The disposal of leases to RCCM and Vibrance will be conducted within Best Value considerations.

12. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 12.1 The housing stock on the estate was built around the mid-1960s and over the years the environmental performance standards have reduced. The Council has tried to maintain the efficiency of properties through the Decent Homes standard, but due to the age of the buildings, the impact can only go so far.
- 12.2 The proposed new scheme will provide homes built to a far higher standard of environmental performance, which will mean they are far more cost effective to run, thereby reducing the potential for fuel poverty for households that are expected to occupy the new homes within the scheme. The development will maximise reductions in carbon dioxide emissions through the implementation of energy efficiency measures.

13. RISK MANAGEMENT IMPLICATIONS

- 13.1 The Council is working to progress the regeneration proposal. The programme has some time risks due to the need for non-residential leaseholders to vacate the properties. The programme is being monitored closely. The appropriation of the Land will support the programme delivery if the need arises.

14. FINANCIAL RISKS

- 14.1 Financial risks may arise if the project costs are far greater than projected then the scheme funding could be severely impacted.
- 14.2 There is also the risk of the private sales units not yielding the amount of overage that has been estimated. This in turn could have an impact on the financial model.
- 14.3 The appropriation will support avoid any halt or delay which may arise had an appropriation not been made and the scheme is halted or delayed because of an injunction sought by someone with a right in or over the Land.

15. COMMENTS OF THE CHIEF FINANCE OFFICER

- 15.1 The regeneration of HAP (Harriott, Apsley and Pattison Houses) has been identified as a priority in the new council homes programme. Cabinet on 15 December 2021 made various resolutions to progress the delivery of the regeneration of Harriott, Apsley, Pattison Houses, including approving a budget to progress its delivery. This budget provision totalled £86m to cover the first phase of the development. The overall project is estimated to cost £215m and will deliver 407 homes. Budget has yet to be approved for the remainder of the scheme.
- 15.2 The first phase of the HAP scheme has been included in the new build programme that has been modelled in the updated HRA Business Plan. The scheme is affordable within the constraints that the business plan operates. The £86m of funding has been identified from a number of sources, including grant, s106 funding, RTB receipt and prudential borrowing.
- 15.3 This report is seeking approval to proceed with the appropriation of land for planning purposes under section 122 of the Local Government Act 1972 to facilitate the regeneration of the site. There are no direct financial implications from the appropriation itself, however, residents and businesses affected adversely by rights of light both within the redevelopment area and neighbouring it will be able to claim compensation resulting from the reduced value of their property. These costs have been built into the overall scheme costs.
- 16.4 The report is also seeking agreement to pursue compulsory purchase orders where necessary to facilitate the regeneration of the site and the relocation of the Community Centre and Mosque. Again, the associated costs of these activities form part of the approved budget for the scheme.

16. COMMENTS OF LEGAL SERVICES

- 16.1 Under section 122 of the Local Government Act 1972 (LGA), appropriation may be made where the land is no longer needed in the public interest of the locality for the purpose for which it is held immediately before appropriation. In this regard, a broad view of local need (taking account of the interests of all residents in the locality), has to be taken and officers consider that this test has been met. Officers are also satisfied that the use of appropriation would be in the public interest and proportionate to the objectives of the redevelopment scheme for the purpose of the Human Rights Act 1998.
- 16.2 This report seeks approval from the Mayor in cabinet to appropriate, under section 122 of the LGA, land belonging to the Council which is currently held for housing purposes and parts of which are open space. The land is now required for planning purposes for redevelopment which consists of affordable units and commercial space.
- 16.3 Any reference to appropriation for planning purposes is, by virtue of the provisions in section 246 of the Town and Country Planning Act 1990

(TCPA), regarded as a reference to appropriation for the purposes for which land can compulsorily be acquired under section 226 TCPA.

- 16.4 By virtue of s226(1A) TCPA a local authority must not exercise the power granted under s226(1)(a) unless the development, redevelopment or improvement on or in relation to the land is likely, they think, to contribute to the achievement, the promotion or improvement of any one of more of the following objectives - the economic, the social and/or the environmental wellbeing of the area. This report details that the proposed development will provide new dwellings and amenity space.
- 16.5 The Council must also be satisfied that the Land is no longer required for the statutory purposes for which it was originally held before the appropriation. This “surplus to requirements” component of s122 of the LGA enables the Council to prioritise relative needs. It follows that the Council is entitled to look at the current use of the Land as well as the prospective use of the Land and on this project, what the Land can deliver. The Council can consider matters such as whether sufficient use is currently made of the Land and the need to secure an enhanced form of redevelopment.
- 16.6 Appropriation however requires more than a mere decision to hold land for a different purpose. An authority cannot properly appropriate land to planning purposes unless it considers that the resulting interference with third party rights is necessary. A local authority cannot properly appropriate land to planning purposes unless it considers that it has good reason to interfere with third party rights which would be overridden by section 203 of the Housing and Planning Act 2016 as outlined below.
- 16.7 Reliance on s203 of the Housing and Planning Act 2016 to override the rights of adjoining owners and any other property rights on an appropriation of land for planning purposes is dependent upon the requirements in s226 TCPA, having been satisfied that there is a compelling case in the public interest for the appropriation of this land, having regard to the European Convention on Human Rights must apply before the redevelopment of the Land commences.
- 16.8 The enabling provisions in s203 (1) and (4) of the Housing and Planning Act 2016 are required for the construction, maintenance and use of the redevelopment, to the extent that this will interfere with private rights of adjoining owners. Several adjoining private landowners enjoy rights of light (“Owners”) which will be affected by the new development. The operative provisions in section 203-207 are necessary in order to override these rights as well as to override other property rights, including any unknown rights that may impede the construction or use of the units on the Land.
- 16.9 In order to ensure that the redevelopment can proceed within the agreed timescale and cost it is necessary for the Council to appropriate the site for planning purposes. This will not preclude negotiations with the Owners and the Owners are entitled to compensation.

16.10 If the Council were to commence the development works without appropriating the site from housing to planning purposes, it would potentially be infringing those affected Owners' rights to light. The remedy for such an infringement by the affected Owners is an injunction. It is an equitable remedy and is within the court's discretion to grant. The court can award damages where it considers this an adequate remedy. If the adjoining owners choose to institute proceedings for an actionable injury the court might also grant an injunction pending the court's decision on whether there has been an infringement of their rights or not. The consequences of this for the Council will be to set back commencement of the development and delivery.

16.11 Human Rights and Equalities Implications

16.11.1 The Council must, in the exercise of its functions, have due regard to the need to eliminate discrimination, harassment and victimisation, and to advance equality of opportunity, and foster good relations, between those who share a relevant protected characteristic and those who do not share it (section 149 Equality Act 2010). The Council must also have regard to potential interference with Article 1 and Article 8 of the European Convention on Human Rights (ECHR). Issues relating to

16.11.2 Article 1 of the First Protocol of the European Convention on Human Rights (ECHR) provides that every natural or legal person is entitled to peaceful enjoyment of their possessions ("human rights"). Appropriation of property engages s.203 to authorise interference with rights of light involves interference with a person's rights under this Article. As these rights are enjoyed by corporate bodies as well as individuals all of those whose rights will be affected can claim an infringement. However, the right to peaceful enjoyment of possessions provided under this Article is a qualified rather than absolute right, as the wording of Article 1 of Protocol 1 permits the deprivation of an individual's possessions where it is in the public interest and subject to the conditions provided for by law and by the general principles of international law.

16.11.3 Article 8(1) provides that everyone has the right to respect for his private and family life, his home and his correspondence. Article 8 would be engaged as a result of interference with rights to light to a private residence. Article 8(2) allows for interference which is "in accordance with the law and is necessary in a democratic society in the interests of national security, public safety or the economic well-being of the country, for the protection of health and morals, or for the protection of the rights and freedoms of others".

16.11.4 There must therefore be a balancing exercise between the public interest and the individual's rights whereby any interference in the individual's rights must be necessary and proportionate. "Proportionate" in this context means that the interference must be no more than is necessary to achieve the identified legitimate aim, thereby striking a "fair balance" between the rights of the individual and the rights of the public.

16.11.5 Planning permission has been granted for the development of the Land and, whilst a revised planning consent is being sought, it is considered that the revised scheme will accord with national and local planning policies. The public benefits arising from the development, and thus the public interest, are set out earlier in this report. Furthermore, notwithstanding the overriding of their 'rights to light', compensation will still be available to those who are affected. On this basis it is considered that the public interest in facilitating the development of the Land outweighs the rights of the individuals to peaceful enjoyment of their possessions and to their homes and that the proposed use of s.203 powers results in a proportionate infringement.

Linked Reports, Appendices and Background Documents

Linked Report - Cabinet report 15 December 2021

Appendices

Appendix 1 – Harriott, Apsley, Pattison (HAP) Houses – Appropriation Plan

Appendix 2 – Equalities Impact Assessment (Sept 2023)

Appendix 3 – HAP Landlord Offer (Feb 2020)

Appendix 4 – Rights of Light Analysis Report - EXEMPT

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

[Rehousing guide for resident leaseholders of Harriott, Apsley and Pattison House – selling your property to the council \(November 2020\)](#)

[A guide for non-resident leaseholders of Harriott, Apsley and Pattison House – selling your property to the Council](#)

[A guide for Council Secure Tenants - Harriott, Apsley and Pattison House \(November 2020\)](#)

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LB TOWER HAMLETS
EQUALITY IMPACT
ASSESSMENT (REFRESH)

HARRIOTT, APSLEY AND
PATTISON HOUSES
REGENERATION SCHEME

September 2023



**LB Tower Hamlets
Equality Impact Assessment (Refresh)**

Harriott, Apsley & Pattison Houses Regeneration Scheme

Independently Reported by Ottaway Strategic Management Ltd

September 2023

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1 Executive Summary

Introduction and context

- 1.1 Regeneration programmes need to be managed to ensure that the positive impacts of the regeneration are maximised and correspondingly to ensure that the negative impacts are minimised. In this context, the regeneration of the Harriott, Apsley & Pattison Houses has undergone an equality impact assessment (EQIA).
- 1.2 This independently reported EQIA is for the Harriott, Apsley & Pattison Houses Regeneration Scheme, which is currently at RIBA stage 3 of the development cycle. The EQIA seeks to understand how this regeneration programme will impact on people with protected characteristics as set out in the Equality Act 2010. Critical to this EQIA is the need to distinguish between general regeneration impacts and specific equality impacts.

Approach and methods

- 1.3 This EQIA has included a comprehensive desktop review of core legislation, policy and council papers. These are set out in Appendix 3. Data previously held by the borough has also been reviewed relating to those living on the estate as well as the borough's common housing register for people seeking a social housing tenancy. Much of this data only addressed the equality characteristic of age, gender and ethnicity. Moreover, the bulk of this information is related only to the head of each household surveyed as opposed to all those living in each household.
- 1.4 On this basis, it was agreed with the Housing Regeneration Team that this EQIA would be supplemented with a targeted household survey completed by a survey interview team. A survey was conducted in February and March 2021.

Key household survey findings

- 1.5 The survey was undertaken between 24th February and 12th March 2021 and 72 responses were captured. Full details of the household surveys are set out in the main report in Section 4. These survey responses were based on self-declarations of a household member, but the information gathered relates to all the members of that household. In total, 72% of the targeted households were engaged in this survey, or 72 of the estate's 100 units. These comprised of:
 - 31 council homes, comprising 43.1% of the survey respondents and 86% of the sample of council owned homes on the site (36 units)
 - 23 resident leaseholder homes, comprising 31.9% of the survey responses and 68% of the sample of resident leaseholders on the site (34 units)
 - 2 non-resident leaseholders and 16 privately tenanted households, comprising 25% of the survey sample and 60% of the sample of non-resident /privately tenant households on the site (30 units)

1.6 The headline equality findings of the primary research completed are:

- 74 households engaged in this survey, or 74% of the estate (100 units), comprise of:
- 31 of council homes, 43.1% of the survey respondents and 86% of the sample council owned homes on the site (36 units).
- 23 resident leaseholder homes, 31.9% of the survey responses and 68% of the sample of resident leaseholders on the site (34 units).
- 2 non-resident leaseholders and 16 privately tenanted household, (25% of the survey sample and 60% of the sample of non-resident / privately tenanted households on the site (30 units)).
- Collectively 76% of residents in the survey sample have lived in their home for more than 6 years.
- From the sample there were 344 people living in the 72 units, 141 of which are council tenants, 112 are resident leaseholders and 91 are non-resident / private tenants.
- BAME populations on the Harriott, Apsley & Pattison House are significant. The white British population in Harriott, Apsley & Pattison House is 7.0%, leaving an 93% ethnic minority population¹ and a BAME population² of 90.6% non-white populations. This compares to a borough ethnic minority population of 66% and a BAME population of 55%. The Bangladeshi population of the estate is the significant ethnic group with 72.2% of the population, 80.1% of council tenants, 79% of resident leaseholders and 52% of non-resident leaseholders and private tenants.
- The gender profile of the estate is comparable with the borough's gender profile with 51% stating they were male, and 49% female compared to 52% male and 48% female in the borough. 8.3% lone parents.
- 15.3% of respondents on the estate stated they have a disability.
- Of these, 43.9% stated they had a long standing illness and health condition, 42.4% with physical impairments, 6.1% with mental health conditions, 4.5% learning disability and 3% sensory impairment.
- 6.9% of residents in the sample are registered carers.
- 31.9% of households have family members that look after or support someone else in their home who needs help with their day-to-day life due to a disability, illness, or old age.
- 15.3% of households in the sample stated they had made an adaptation to their home.
- 27% are under 18. The working age population (18-64) of those on the site is 66.9% and the over 65 population is 6.1%.
- None of respondents stated they were gay/lesbian or bisexual, 100% stating they were straight/heterosexual.
- 81% of respondents said they were Muslim, 10% with no religion and 6.1% stated they were Christian.

¹ Ethnic minority is defined as people who differ in race or colour or in national, religious, or cultural origin from the dominant group of the country in which they live. For the purposes of this EQIA ethnic minority is used where people have not been defined as White British

² The acronym BAME stands for Black, Asian and Minority Ethnic and is defined as all ethnic groups except White ethnic groups.

- Respondents stated that 0.87% of population (3 women) were either pregnant or had given birth in the last 12 months.
- In terms of marriage and civil partnership 53% of adults over 16 have never been married or in a civil partnership, 41.4% were married, 1.4% separated, 1.4% divorced and 3.2% widowed.
- 80% were economically active including 42% of household members who are employed full time, 9% employed part time with 12% in full time education and 17% unemployed and available for work. The remaining categories were economically inactive including permanent sick and disabled, retired, looking after the home or full time carer, which collectively came to 20%.
- Bangladeshi is spoken as a main household language in 53% of households, English as a main household language is spoken in 40% of responding households. Somali and French is spoken in 2.8% of households respectively and 1.4% of households speak Portuguese. Moreover, of those who had English as a second language all households stated that they have strong written and spoken English.
- Respondents to the survey stated that 25% of households lived in 2 bedrooms, 58.3% in 3 bedrooms, 12.5% in 4 bedrooms and 4.2% in 5 bedrooms. Nb there are no 5 bedroom units in Harriott, Apsley and Pattison and these responses came from private tenants of leasehold units, who clearly must have been using the living room as a bedroom.
- 44% stated their household has the right number of bedrooms, 56% stated they did not.
- 58% stated their household was overcrowded and 40% stated theirs was not.
- 4.2% stated that their home was under occupied and 93.1% stated that it was not.
- 12% of respondents felt there would be a negative impact on the health and wellbeing needs of their household.
- 8% felt there would be a negative impact on the childcare school provision of members of their household.
- 1% felt there would be a negative impact on the employment and skill needs of members of their households.
- 5% felt there would be negative impacts on the elderly care/support received by members of their households.
- 86% wanted to see improvements to health services, 85% improvements to community facilities, 46% to play areas, 36% to local shops, and 26% to local transport.
- 54% of household residents are on some form of income related benefit.
- 28.7% of households stated that their annual household income was less than £15,000 per annum, which suggests a high level of poverty.
- The preferred forms of communication about the regeneration proposals were telephone (75%), letter (42%) and email (29%).

Profile of the Redcoats Community Centre and Mosque

- 1.7 At the time of this EQIA refresh, the Mosque were approached to request a profile breakdown of their worshipers. Unfortunately, the General Secretary of the Redcoats Community Centre and Mosque declined to provide any information about the equality and diversity profile of its worshipers/congregation, as they were still in negotiations with the council, and they did not want to provide this information until the negotiations were complete.
- 1.8 It is, however, safe to suggest that the worshipers at the Mosque come from a range of ethnic backgrounds and that they represent all age groups and genders. Clearly there is also a collective association with the Islamic faith.

Perception of impact

- 1.9 The major issues and concerns raised by residents regarding their perceptions of the impact of the regeneration proposals are highlighted below:

Perceived concerns

- Car parking – this issue was raised repeatedly and there was great concern about how this was to be addressed following the regeneration of the estate.
- The loss of green space across the estate was also raised by several participants.
- Lack of warmth in the current properties.
- Concerns around the possibility of fewer school places.
- Some general concerns about the uncertainty of regeneration and what it may bring for residents.

Perceived positives

- Many welcomed the regeneration of the estate, feeling that it would improve the look of what some considered to be a rundown estate and welcomed the possibility of a better environment.
- Some residents experienced overcrowding and felt that this may be addressed in the new development.
- Some leaseholders stated they couldn't currently sell their flat but, in the future, this would be easier, or they could sell to the council and move.
- A fresh environment and better housing conditions.
- Likelihood of larger properties.
- Reduction in anti-social behaviour.

Summary of positive, negative and neutral equality impacts.

Short term construction and environmental focused impacts include:

- The disruption accompanying the construction phase is expected to have a **negative impact**, particularly for older people, disabled and people with specific health conditions and pregnant mothers and post birth mothers with young babies.
- The short-term changes to play space provision are expected to have a **negative impact** specifically for younger people.

- In the short term, the changes to social infrastructure provision are expected to have a **neutral impact**, particularly for those who worship at the mosque which is likely to be relocated before it is demolished.
- In the short term, the changes to housing provision are expected to have a **neutral impact** particularly as all moves to new properties will be arranged as a single move. This will somewhat mitigate the negative impacts of decant for older and disabled residents, and those with health conditions.

Medium to long terms impacts

- The housing needs of a wide range of protected characteristics will be **positively** enhanced through the development of these new units providing opportunities for housing.
- The housing register in the borough has significantly more people from diverse communities when compared with the population profile of the borough, many of whom are likely to **benefit** from this regeneration scheme.
- The new replacement housing is expected to have a **positive impact** for all protected characteristics represented on the 3 blocks.
- The upgraded and improved social infrastructure provided as part of the completed development is expected to have a **positive impact** for young, older and disabled residents, those with health conditions and pregnant and or young mothers.
- The improved opportunities for social interaction provided as part of the completed development are expected to have a **positive impact** for young, older and disabled residents, those with health conditions and pregnant and or young mothers.
- The improved and expanded play space provided as part of the completed development is expected to have a **positive impact** for young residents.
- The community facilities provided as part of the completed development are expected to have a **positive impact** for young, older and disabled residents.
- The improved access to the site is expected to have a **positive impact** for young, older and disabled residents and pregnant and or young mothers.
- There will be more homes designed to Category 2 standard³ for accessibility which is broadly equivalent to 'Lifetime' homes standards. At 10% with disability access, this will have a **positive impact** for older and disabled residents.
- Improving the housing stock will provide homes to higher standards and hence improve the quality of accommodation for residents currently on the estate, potentially having a **positive impact** on residents' health and wellbeing.
- Residents will have units which are in much better condition than those they currently occupy.
- The s106 agreement will provide economic benefits to the local community.
- Energy efficient design and improved sustainability should have the **positive impact** of lower running costs for new homes.

³ Category 2 means a home must be accessible to most people and able to suit older people, those with reduced mobility and some wheelchair users, and is estimated to cost developers an extra £1,400 per home. Requirements include level access front and rear doors, an entrance level bathroom, kitchen and dining area and low height windows.

Summary of Equality Impacts by protected characteristics.

1.10 Summary of key points identified in relation to each protected characteristic, and related priorities of language, socio-economics and health:

Race

- High levels of racial diversity on the estate.
- Critical that the regeneration outcomes are consistent/fair and not influenced by someone's race.
- Regeneration plans as currently proposed are neutral from a race perspective.
- Negative impacts of other protected characteristics will be experienced by minority ethnic groups given the estate's high levels of diversity; however these negative impacts relate to other protected characteristics.
- **No identified direct negative impacts from a race perspective.**

Gender

- Gender profiles are broadly balanced within and outside the site.
- Strong sense that the improvement to housing stock and the provision of new homes would be a strong positive for the regeneration process benefiting families and all genders.
- Regeneration plans are neutral from a gender perspective.
- **From the evidence gathered there are no identified negative impacts from a gender perspective.**

Transgender

- No individuals have undergone or are undergoing a gender transition on the estate.
- Limited data on the trans population around the estate
- **The regeneration plans are neutral from a gender reassignment perspective.**

Pregnancy/Maternity

Negative impacts identified.

- Disruption during the construction period may negatively impact on pregnant mothers, babies and families with newborn children.
- Efforts to address this disruption will be universal to the whole population of the estate.

Sexual Orientation

- Limited data available on the sexual orientation of the residential population, as many households chose not to declare.
- Secure by design should afford greater levels of safety for all, which LGBTQ residents may also benefit.
- **From the evidence of the scheme plans and the data that was collected there are no stated negative impacts from a sexual orientation perspective**

Religion/Belief

- No aspect of the scheme that prevents residents from practicing their religion/faith. Indeed the scheme offers a new mosque.
- The rehousing team may need to ask people about their use of places of worship to see the extent to which disruption to resident's lives may be minimised.
- **No identified negative impacts from a religion/belief perspective**

Disability

Negative and positive impacts identified.

Age

Negative and positive Impacts identified.

Marriage/Civil Partnership

- Marriage and civil partnership status may have implications regarding property ownership

- Relatively high proportions of residents with disabilities and life limiting illnesses on the estate (15.3%)
- Disturbance of moving home & quality of life particularly if disability is associated with respiratory conditions.
- Potential for those with a sensory impairment and nervous system to be affected by construction noise.
- New physical layout will be a challenge to those with visual/mobility impairment.
- People with learning difficulties may need separate forms of engagement to enable their understanding of the scheme.
- New homes however will be to Part M of the building regulations and hence will be based on lifetime homes principles.

- The estate has many long-standing residents who are older, this is reflected in both secure tenants (11%) and leaseholders (17.7%) over the age of 55.
- The scheme is more likely to negatively impact older people with a disability or health need, particularly during the demolition/ construction period.
- Older people are likely to be more settled and needing support when moving.
- Disturbance particularly for those on their own, frail and vulnerable
- Older homeowners may find it difficult to access financial products.
- For C&YP the loss of amenity and play space during the construction period will apply.
- Potential loss of informal childcare arrangements

and tenure if there have been changes since the initial occupation of the home.

- **There are no identified negative impacts from a marriage / civil partnership perspective.**

Language

Possible negative impacts identified.

- Possible lack of ability to communicate and or understand the implications of the regeneration process for some households.
- Understanding may also be connected to mental health, learning disability and age particularly if digitally excluded.
- Research suggests that all residents currently on site have good grasp of written and oral English.

Socio-Economic

Possible negative impacts identified.

- Potential increase in costs of rent for social rents in the new units and for leaseholders in shared equity accommodation
- Potentially higher costs for older people with less earning capability
- 28.7% of residents with household incomes below £15,000 (i.e. below the 'poverty line'.
- Potential savings due to energy efficient homes, although energy prices are rising steeply

Health

Possible negative impacts identified,

- Disruption of moving home and uncertainty about future likely to cause higher levels of stress, anxiety, and depression.
- Construction exacerbates existing conditions and may cause new health conditions, with likely impact on respiratory and circulatory disease.
- High levels/prevalence of life limiting long term illness and long-term conditions.
- Self-declared health needs focused on musculoskeletal

pain, suggesting physical mobility for the design of pathways and walkways

Impacts to residents adjacent and in the vicinity of the scheme.

- 1.11 It is important in all regeneration schemes to review the impacts likely to be felt by those local communities and businesses who are either adjacent to the site or who are in the vicinity of the scheme. Most of these impacts are likely to be either the loss of open space, the construction and traffic movements to and from the site and the general disruption caused by the regeneration scheme.
- 1.12 From a business perspective there are 2 businesses within a 300m radius of the site. This includes a food retailer (chicken shop) and a general convenience store. Previous consultation with these businesses has suggested that they are supportive of the scheme as it is likely to provide some business growth during the construction period and beyond, when the additional new units are developed.
- 1.13 From a residential population perspective, this EQIA has some baseline population data for the Stepney Green Ward. To this end the key population characteristics for the ward are:
- Stepney Green has a proportionally larger younger person's population when compared to the borough and London. In contrast there are proportionately more older people (65+) in Stepney Green than in Tower Hamlets but less than London and England.
 - Stepney Green has a high proportion of black Asian, mixed and minority ethnic populations larger than the borough and London.
 - At just under 50% Stepney Green has the third highest proportion of Muslims compared to other wards in Tower Hamlets.
 - The proportion of residents in Stepney Green with disabilities and long term life limiting illness is greater than Tower Hamlets and London.
 - The median household income in Stepney Green is below the levels for Tower Hamlets and London.
- 1.14 From this headline data, it is likely that there will be a higher proportion of older and disabled residents and Black, Asian, mixed and other minority ethnic populations that would feel impact from the construction and development phase of the scheme. This is likely to mean that the scheme's development partner will need to address and consider these populations particularly, in terms of the environmental and construction impacts of

the scheme and to address the needs of residents and businesses in the vicinity as effectively as possible.

Mitigation Priorities

1.15 As part of this EQIA the following mitigation activity has been highlighted.

Generic mitigation activity

- An EQIA refresh programme to be adopted alongside predicted key milestones in the project lifetime.
- The staff working on this project are experienced and have worked with similar regeneration schemes across the borough, delivering to a diverse community. They have had equality training/briefings on one to one liaisons with residents.

Disability Mitigation activity

- Operationally, early engagement with those residents and households that have a member with a stated disability would be appropriate. This is particularly relevant to the households who identified sensory and physical impairments within their families, and where this would place additional challenges when moving disabled families to new properties. Consulting and engaging with disabled groups before, during and after change to check effects, outcomes and results is a legal requirement under the Equality Act 2010.
- In terms of formal adaptations for disability - some engaged have felt that they have previously sought social services assessment for adaptations and equipment. In some cases, these assessments will need to be applied when the design of new homes can more easily accommodate these needs.
- The regeneration team to obtain the support of a dedicated occupational therapist / social services worker to assess the disability needs of residents.
- If leaseholders are seeking to leave the estate, referrals on to other Social Care Services should be made to mitigate any possible negative impact that disabled people may experience.
- Support with adaptations in units on the new estate, designed specifically for the disabled person's needs should be a prerequisite.
- Disability grants reviewed and accessed for residents in specific need to support the funding of adaptations.

Age Mitigation activity

Children and Young People

- Secure amenity space both during and after the regeneration programme, and C&YP should also be engaged in the design of these future facilities.

Older People

- Ensure that tenants, particularly those who are older, only move once into their new homes.
- Support for and recognition of the financial constraints that many older people will experience in an aim to support them to come to terms with the transition to a new home (if a tenant or leaseholder is staying on the estate) and to support older people (tenants and leaseholders) who are moving away from the estate.

- To support older leaseholders to access the right options for them and to ensure that their support is maintained through to the conclusion of the CPO process and the allocation of new homes.
- Social services to support any adaptations to new homes for older people, particularly those with a disability/health conditions as part of the decant process.
- Ensure that the shared ownership option for older people will allow them to transfer the equity in their proportion of their estate to their relatives/spouses.

Socio-Economic Mitigation issues

- Resident homeowners would be compensated by offering them market value, plus 10% home loss for their current home. Non-resident homeowners are being offered market value plus 7.5% for home loss. Disturbance costs including reasonable legal and valuation costs will also be paid, including moving costs, disconnection/reconnection of utilities, post redirection.
- The covering of these costs are also being given to council tenants.
- The regeneration programme will have impacts on residents, tenants and leaseholders alike, which might incur greater costs and hence become a burden for those residents unable to afford the associated costs. The Council needs to monitor the potential for a consequential rise in the costs of the new properties both in terms of property value and in terms of rent.
- The Council will need to carefully monitor how the proposals affect older leaseholders or leaseholders with reduced financial capacity.

Language Mitigation

- Ensure the availability of adapted communications, translation and interpretation services for residents and leaseholders, when specific tenant engagement and leaseholder negotiation is being undertaken.

Health Mitigation issues

- Health Needs Assessments will need to be carried out where required and dedicated rehousing support provided by the Council, including access to mental health support.
- Serious and long-term health conditions should be prioritised, but progressive conditions may need to be addressed. This information via the research that has been carried out is available to the council.
- OT assessments may need to be established to mitigate negative impacts.

Intersectionality

- When you analyse what different groups are saying, like what the young and old, families, disabled people and more vulnerable groups are asking for: a key priority is to restore the communities that they value and that they are part of now. Rebuilding houses and people's lives must be accompanied by enrichment activities that place Harriott, Apsley & Pattison House communities in control of designing their future communities with all the values and commonality they shared in the past.

Conclusions

- 1.16 The regeneration of the Harriott, Apsley & Pattison Houses will have generic impacts for the whole community. However, equality impacts are likely to be concentrated through the protected characteristics of disability, age, health, socio-economic inequality and language.
- 1.17 Most significantly the implications of the regeneration on disabled people, older and younger people on the estate is likely to be the most significant, both in terms of health and access to amenity provision. Cost implications of the regeneration have also been highlighted and these are to do with the regeneration process, for example costs of moving from the old property and resettlement into the new home. In terms of cost the council intends to cover all reasonable costs to the new home. Moreover, the rehousing offer seeks to protect older leaseholders who may not be able to renew a mortgage with a variety of options.
- 1.18 The impact of the regeneration process will have a significant bearing on leaseholders both resident and non-resident. As the scheme will require the CPO of their properties if voluntary settlements cannot be achieved.
- 1.19 In some cases, those with less disposable income may have difficulty with maintaining leaseholder status if they decide to stay on the estate. This has been addressed through the leaseholder guarantees, which provide alternative options of shared equity and shared ownership arrangements. The borough will support the housing needs of private tenants displaced through the repurchase of lease holder properties, if they are on the housing register and are in bands 1 and 2. The remaining private tenants will be able access housing advice or have their housing options assessed, and we understand that the council have been in contact with these private tenants.
- 1.20 Set out below are the key actions recommended as part of this EQIA. These have been put into an action plan laid out in section 9 of this report.

Generic Actions

- Run EQIA briefing sessions, review training needs, and establish training where appropriate.
- Establish training where appropriate Equality training / briefing / workshops for housing regeneration liaising teams.

Disability Mitigation Actions

- Arrange relevant Occupational Therapy/Social Services assessments for residents where identified.
- Liaison with social care teams in other authorities where residents are seeking to move to.
- Work with residents with complex disability and or health needs and provide services accordingly.
- Support with adaptations in new units on the new estate.
- Commission repair person service to support additional fixtures and fittings.

- Ensure reasonable adaptations are implemented within the new homes in line with OT assessments.

Age Mitigation Actions

- Engage young people in the design of the future amenity space within the new estate. Ensure existing amenity space is retained where feasible, during the regeneration and construction.
- Provide opportunity for independent financial advice for any resident needing it.
- Commission handy person service to support additional fixtures and fittings.
- Support older leaseholders to access the right options.
- Ensure that the shared ownership option for older people will allow them to transfer the equity from their property, should they die, to their relatives/spouse.

Socio-economic Mitigation Actions

- The Council to monitor the potential for a consequential rise in the costs associated with the new properties both in terms of living costs and in terms of rent/mortgages.
- Private tenants will be rehoused if they are on the housing register and if they are in bands 1 and 2. The remaining private tenants will be signposted to the relevant housing options team/service and provided with information as to what their housing options are.
- The Council to monitor how the proposals affect older leaseholders or leaseholders with reduced financial capacity.
- Facilitate access to Independent Financial Advisors for all residents.

Language Mitigation Actions

- Make alternative formats, translation and interpretation provision available when specific tenant engagement, leaseholder negotiation and wider off-site consultations are being undertaken.

Health Mitigation Actions

- Undertake health and medical assessment or OT assessments where required.

Intersectionality Mitigation Actions

- Develop enrichment activities for residents of the estate designed to rebuild communities.

2 Introduction and context

2.1 This Equality Impact Assessment (EQIA) has been commissioned as an independent report by LB Tower Hamlets Housing Regeneration team and it will focus on the key elements of the housing regeneration proposals for the Harriott, Apsley & Pattison House.

Equality Act 2010

2.2 Tower Hamlets council, like all other public bodies, has a duty pursuant to s.149 of the Equality Act 2010 to have due regard to the need to:

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act,
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it,
- (c) foster good relations between people who share a relevant protected characteristic and persons who do not share it.

Tower Hamlets Equality Policy

2.3 Tower Hamlets is one of the most diverse boroughs in the country and equality is a central priority to the way the borough works for its communities. Moreover, in addition to the nine protected characteristics outlined in the Equality Act 2010, this EQIA will also considers 3 additional priorities of socio economic inequality, health inequality and language, particularly English as a second language.

Equality Impact Assessments

2.4 This EQIA adopts the borough's model for Equality Assessments set by the borough's equalities policy leads. Like most other authorities, Tower Hamlet's Equality Assessments are a self-assessment tool to help look at the likely positive and negative impacts of the borough's work on staff, citizens, partners and communities regarding equality of opportunity, and promoting diversity in employment and service delivery.

2.5 Tower Hamlets is one of the most diverse boroughs in the country and its approach to equality expressed through an ambition of fairness and the guiding values of equal opportunity and social justice. The protected characteristics and Tower Hamlet's priority

characteristics are set out below. Each of these protected characteristics and Tower Hamlets local priority characteristics will be assessed in this EQIA.



2.6 The EQIA will cover the following areas in the context of the council's general duty to have due regard to the need to:

- eliminate discrimination.
- promote equality of opportunity.
- promote good relations between different people.

2.7 From a methodological perspective, the EQIA will focus on addressing:

- Likely regeneration programme impacts.
- Likely / expected equality impacts (i.e. impacts on protected characteristics/local priorities).
- Direct equality impacts.
- Indirect equality impacts.
- Proportionality of impact across protected characteristics/local characteristics including proportion, and disproportion, thereby assessing proportional positive impacts and negative impacts and or disproportional positive and negative impacts.
- As part of this process it is critical to enable the council to assess what actions it will undertake to address the outcomes of these assessments.
- This analysis will enable a process of highlighting these impacts, which will enable Tower Hamlets to choose options for the mitigation of negative impacts accordingly.

2.8 The housing regeneration scheme for Harriott, Apsley & Pattison Houses will also operate within the council's own policies. To this end the EQIA has reviewed:

- The Tower Hamlets Housing Strategy 2016-2021

- 'Homes for Londoners- A Draft Good Practice Guide to Estate Regeneration' (GLA)
- Strategic Plan 2020-2023
- Local Plan 2031
- The Council and its Common Housing Register Partners' Allocations Scheme (2020)
- London Plan

2.9 Therefore, this EQIA has sought to address the context of the regeneration programme in Tower Hamlets and the core housing policies and processes which impact on residents.

3 The scheme

- 3.1 The current site consists of 100 homes based in the three blocks of, Harriott, Apsley and Pattison Houses. The tenure profile of the site is made up of 36 secure council tenancies, 34 residents leaseholders and 30 non-resident leaseholder the majority of whom are renting their units to private tenants. Within the site there are also three additional non-residential facilities, the Redcoat Community Centre and Mosque at 256 Stepney Way and two day care units for people with learning disabilities, the Day Opportunities Service (operated by LBTH) at 260-262 Stepney Way and the Vibrance Day Care unit at 262 Stepney Way (operated privately).
- 3.2 Like most urban areas, Tower Hamlets is experiencing a housing crisis. The council has committed to having 2,000 new council homes in delivery by 2022. The borough is seeking to make the most of land that they already own, including buildings no longer used as they once were, as well as buying additional homes. However, this is not enough.
- 3.3 Through its options appraisal, the borough identified three options of refurbishment of the existing buildings, the regeneration of existing building and the development of infill sites and the full demolition and redevelopment of the whole site. A ballot was undertaken in 2020 and showed a universal support for the demolition and redevelopment option.
- 3.4 The proposed redevelopment will provide 407 homes, of which 74 will be replacement homes for existing tenants and resident leaseholders (the remaining units will be made up of 106 social rented and 232 private sales). The scheme will also accommodate a new mosque and community centre. The two disability day centres have now been relocated to sites in other parts of the borough and replicate the facilities currently available on the Harriott, Apsley & Pattison House site.
- 3.5 Since the planning application that was submitted in February 2021 there has been an amendment to the plans. Following feedback from the Mayor there is now a preference to develop a standalone mosque in the South East corner of the site. This is currently being considered as a 3 storey building to be built as part of phase 1 of the scheme. The council are exploring the option to increase this to a 4 storey building with an option for the ground floor to include a mezzanine floor. The council are also considering the potential to extend the mosque to provide additional space, after the demolition of Pattison House. To compensate for this new standalone mosque the council are considering increasing the height of the block on the North East corner to provide 10 homes lost by the creation of the mosque. The revised location will mean a new planning application is required. This will take several months to complete.
- 3.6 In line with the Tower Hamlets Local Plan, the additional homes created will provide at least 35% genuinely affordable housing and contribute to an overall target for 50% of all new homes to be affordable. The council will prioritise and maximise the development of genuinely affordable homes where feasible. The remainder will be

developed for market rent or sale and will help to fund the construction of the affordable homes.

- 3.7 New homes will be a mix of one, two, three and four bedroom properties. They will be both flats and duplexes. The new development will meet the needs of existing residents by providing more new family sized homes as well as smaller sized homes for future residents who are both on the housing register and in housing need.
- 3.8 Following the ballot, the scheme progressed through concept design and onto design refinement and completion, with the submission of the scheme's planning application due in February 2022. The scheme is now starting its leaseholder buy back process and will be procuring a developer partner in the spring of 2023. It is anticipated that the scheme will start on site for phase 1 of the development in 2023 with phase 1 being complete in late 2025/early 2026 and with phase 2 starting on site in 2026.

4 Summary of equalities evidence held by LB Tower Hamlets.

4.1 This section will set the context by reviewing the borough's equality and diversity profile, the equality and diversity profile of those on the borough's housing register and the equality and diversity profile of those living in Stepney Green Ward.

Borough Profile 2021⁴

4.2 This section is based on a mixture of 2021 census data and 2019 ONS estimates for the borough. Tower Hamlet's population in 2021 was 310,303. Tower Hamlets has experienced the fastest growing population nationally, with a 2.2% population increase in past years (from 2018 to 2019). That is the fourth highest after the City of London (11.7%), Camden (3.0%) and Westminster (2.3%). This is an equivalent to 19 additional residents every day in the last year.

4.3 Tower Hamlets has a similar proportion of young people aged 0-15 to England & Wales and London. Just under one in five (18.5%) of the borough's residents are in this age group, this compares to 18.3% for London and 17.7% for England and Wales. The working age population i.e. 16-64 in Tower Hamlets in the 2021 census was 75.9% compared to 69.7% for Greater London and 63.6% for England and Wales. The 65+ population in Tower Hamlets was 5.6% compared to 13.% in Greater London and 18.8% in England and Wales. This suggests a borough with a higher younger population with less residents over 65 years of age in Tower Hamlets than Greater London and England & Wales.

4.4 In 2019 there were 4,331 live births in Tower Hamlets. Between 2018 and 2019 the borough experienced a 4.0% decrease in the number of live births compared to 3.1% nationally and 3.8% regionally.

4.5 The borough has around 1,400 more male residents than female residents. The borough has 50.2% male residents and 49.8% female residents, compared to 48.5% male and 51.5% female in London and 49.0% male and 51.0% female in England and Wales.

4.6 According to the Census 2021, Tower Hamlets has a significantly higher proportion of residents who are single (53.8%) compared to London and England & Wales, compared to 46.2% in London and 37.9% in England & Wales.

4.7 The data for the sexual orientation of residents in the borough, based on the 2021 Census, was released in January 2023 and shows that nationally 89.37% are heterosexual, in London this percentage was 86.19%, and in Tower Hamlets this was 83.07%. From the perspective of those who stated they were Gay or Lesbian the national figure was 1.54%, London was 2.23%, and Tower Hamlets was 3.96%. For those that stated they were bisexual the national figure was 1.29%, London was 2.23%, and Tower Hamlets was 2.52%. The remaining either stated they were pan sexual, asexual, Queer or stated they were of another sexual orientation (0.69% in the case of

⁴ Borough Profile 2021 Census release July 2022. All statistical outputs from the 2021 Census relate to the population defined as 'usually resident' on census day (21 March 2021). Unfortunately, that date was during a period of COVID-19 lockdown and/or restrictions which affected the number of people living in Tower Hamlets.

Tower Hamlets) or that they 'did not answer' this question (9.76% in the case of Tower Hamlets).

- 4.8 Nationally the proportion of the population aged 16 years and over whose gender identity was different from their sex at birth was 0.45%, in London this was 0.78% and in Tower Hamlets this was 0.85%. This is the closest assessment of gender identity available through the 2021 census.
- 4.9 The two largest ethnic groups in the borough are white British (22.9%) and Bangladeshi (34.6%). Tower Hamlets has the largest Bangladeshi population in the country.
- 4.10 Across England and Wales, in 2021, 81.7% of the residents were from white backgrounds (down from 86% in 2011) and 74.4% were white British. London is the most ethnically diverse area of the country. Across London there has been an 8.1% decrease in people from white backgrounds, down from 3.7 M (44.9% of the total) in 2011 to 3.2M (36.8%) in 2021.
- 4.11 One in six Bangladeshi residents across England and Wales live in Tower Hamlets. Locally, the Bangladeshi population remains by far the largest in the country in both proportionate (34.6%) and numerical (107,333) terms. The local Bangladeshi population in Tower Hamlets is almost twice the size of the next largest within a local authority area. After Tower Hamlets, Newham with 55,677 Bangladeshi residents has the second highest local Bangladeshi population.
- 4.12 At 22.9% the White British population in Tower Hamlets is the fourth smallest in England and Wales behind Newham, Brent and Harrow. In 2021 there were 45,187 white other residents in Tower Hamlets; 14.6% of the overall local population, a significant increase compared to 2011. In 2021, 6,180 residents identified as Somali or Somalilander, this is 2% of the overall population.
- 4.13 The Black African population has increased. 5% of residents of Tower Hamlets identified as Black African which, at 5% of the local population is double the proportion of England and Wales as a whole (2.5%) but lower than the rate in London (7.9%).
- 4.14 The local Chinese population in Tower Hamlets (3.3%) is the third highest proportion in England and Wales, behind City of London and Cambridge. Tower Hamlets has the fourth largest Roma population in England and Wales after Brent, Sheffield and Newham. (2,225 people identified as Roma in Tower Hamlets).
- 4.15 Nationally, for the first time, the Census reports that less than half of residents across England and Wales identify as 'Christian' (46.2%) though this is still the largest single religion nationally. Tower Hamlets has the largest proportion of Muslim residents of any local authority area across England and Wales. In Tower Hamlets, 39.9% of residents (123,912 people) reported that they were Muslim. This is an increase compared to the last Census in 2011 when 34.5% stated they were Muslim.
- 4.16 Just 22.3% of residents in Tower Hamlets stated their religion as Christian which is the lowest proportion of any local authority area across England and Wales. The largest

increase was seen in those reporting 'no religion'. 19.1% of residents stated they had 'no religion' in 2011. The 2021 Census shows 26.6% of Tower Hamlets residents in 2021 describe themselves as having no religion.

- 4.17 73% of residents in Tower Hamlets reported that English is their main spoken language and an additional 20.7% of residents stated that, whilst it is not their main language, they can speak English well or very well. 6.2% of residents don't speak English well or at all.
- 4.18 Proficiency in spoken English has improved slightly in the decade between 2011 and 2021. In 2011, 8% of residents could not speak English well or at all, compared to just 6.2% of residents in 2021. After English, Bengali is the most commonly spoken language in Tower Hamlets (11%) then Italian (2.2%) and Spanish (1.7%).
- 4.19 In England and Wales, 90.3% of residents identified with at least one UK national identity (English, Welsh, Scottish, Northern Irish, British, and Cornish) in 2021 which is a very slight decrease from 2011 (92%). In Tower Hamlets, just 73.5% of residents identified with at least one UK national identity and 26.5% stated non-UK national identities.

Demand for Housing

- 4.20 The Tower Hamlets Housing Strategy 2016-2021 outlines the major concern over the shortage of affordable housing and that future rents set by the council and housing associations will force people out of the borough. 44% of households live in income poverty and the average cost of a property in LBTH is more than 14 times (£450,000) what a typical essential worker could earn in wages (£35,000). The population of Tower Hamlets is likely to increase by 26% by 2026, adding further pressure.
- 4.21 The purpose of the Housing Delivery Strategy is to demonstrate how Tower Hamlets is proposing to reduce the current anticipated housing shortfall and deliver housing sustainably, and in a way that meets local housing needs.
- 4.22 Tower Hamlets has the highest housing target of all London Boroughs (3,473 homes a year⁵). This figure is derived from the Mayor of London's publication of the London Plan (March 2021) and was set following a London-wide Strategic Housing Market Assessment (SHMA) and Strategic Housing Land Availability Assessment (SHLAA). The SHMA has identified need for 66,000 additional homes per year in London. The SHMA covers overall housing need as well as exploring specific requirements for purpose-built student accommodation and specialist older persons' accommodation within the overall figure.
- 4.23 The London Plan target is significantly higher than the borough's Objectively Assessed Need (OAN) of 3,100 homes a year, established by the LBTH SHMA (2017). The OAN

⁵ Table 4.1 – 10-year targets for net housing completions 2019/20 – 2028/29

provides an estimate of the borough's housing need, based on the latest population projections.

4.24 Key Housing data shows that:

- The private rented sector is the fastest growing housing sector in the borough.
- There are close to 15,000 ex-council homes which have been bought under the right to buy. An estimated 6,000 of these are now being let, usually as Houses in Multiple Occupation, by private landlords.
- The borough is growing by over 3,000 homes per year, making Tower Hamlets the quickest growing borough in London.
- MHCLG⁶ data on dwelling stock records a figure of 121,539 private homes in the Borough for 2019. The MHCLG data breaks down the tenure types of these properties, 9% were identified as local authority stock, 26% identified as being private registered provider stock and 64% (78,040 homes) in the private sector (comprising both owner occupier and the private rental market).
- There has been a slight fall in the number of owner occupiers from 24.2% (of households) in 2011 to 23.1% in 2021. In 2021 Tower Hamlets had the lowest proportion of owner occupiers of any area in England and Wales. The ten areas with the smallest proportions of owner occupiers were all inner London boroughs.
- There are 121,539 households in Tower Hamlets of which council and Registered Provider homes constitute 35.9%. The number of affordable homes in Tower Hamlets is 42,539.
- There has been a fall in social renting households from 39.6% in 2011 to 35.9% in 2021. Of these, 16,697 (13.9%) of households reported that they rent from the local authority.
- There are 24,202 households on the council's Common Housing Register (CHR) as of 18th August 2023.
- The borough needs to deliver 1,965 affordable homes each year to meet housing needs. This figure has been calculated from the council's Local Plan 2031 that sets out the borough's overall housing supply target of 58,965 new homes to be delivered between 2016 and 2031, of which 50% to be affordable.
- The average level of affordable housing completions over the last 3 years (2017-2020) is 833, significantly less than half the above annual target.

4.25 Summary context:

- Tower Hamlets remains a borough of high housing need.
- There is a sustained increase of net migration into the borough.
- While the borough has a good average income, a significant percentage of the population has incomes of less than £15,000 per year, which has impacted upon their ability to meet their housing costs, particularly as the largest housing tenure available in the borough is the private rented sector.

⁶ <https://www.gov.uk/government/statistical-data-sets/live-tables-on-dwelling-stock-including-vacants>

- The borough needs to deliver a significant number of affordable homes each year to meet housing need; and
- A substantial percentage of those homes must be three bedrooms plus, to meet demand from overcrowded households.

Housing Register

4.26 This section describes the profile of Tower Hamlets’ housing register applicants. The data is based on a snapshot of the housing register on 18th August 2023. This information was provided by Tower Hamlets.

4.27 Key information:

- 24,202 liver applications on the borough’s common housing register

4.28 The borough’s housing register holds basic equality information, which is set out below.

Applicants on the housing waiting list	<ul style="list-style-type: none"> ▪ On 18th August 2023, there were 24,202= applicants on the council’s housing register. 																					
	<p>Age:</p> <p>The table below shows the spread and breakdown of the ages of current common housing register applicants as of 18th August 2023</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Age group</th> <th>Number</th> <th>Percentage of applicants</th> </tr> </thead> <tbody> <tr> <td>18-24</td> <td>1750</td> <td>7%</td> </tr> <tr> <td>25-29</td> <td>3001</td> <td>12%</td> </tr> <tr> <td>30-39</td> <td>7263</td> <td>30%</td> </tr> <tr> <td>40-49</td> <td>6338</td> <td>26%</td> </tr> <tr> <td>50-59</td> <td>3295</td> <td>14%</td> </tr> <tr> <td>60+</td> <td>2555</td> <td>11%</td> </tr> </tbody> </table>	Age group	Number	Percentage of applicants	18-24	1750	7%	25-29	3001	12%	30-39	7263	30%	40-49	6338	26%	50-59	3295	14%	60+	2555	11%
	Age group	Number	Percentage of applicants																			
	18-24	1750	7%																			
	25-29	3001	12%																			
30-39	7263	30%																				
40-49	6338	26%																				
50-59	3295	14%																				
60+	2555	11%																				
<p>Gender:</p> <ul style="list-style-type: none"> ▪ There are more female (52.4%) than male (47.5%) applicants. This is broadly comparable to the gender profile of the population of Tower Hamlets (aged 18 and over) 6 identified themselves as other genders, 3 refused to declare and 10 were unknown. 																						
<p>Disability:</p> <ul style="list-style-type: none"> ▪ A disability was reported in 350 applicants on the housing register, representing 1.4% of all applicants on the housing register. 220 were unknown representing 0.9%. the remaining were not disabled 23,632 (97.6%) 																						

	<p>Race:</p> <ul style="list-style-type: none"> ▪ The largest ethnic group represented on the common Housing Register as of 18th August 2023 are those who identify as Asian (55.9%), with applicants who identified as from white ethnic groups representing 15.9% of all applicants. 9.2% of applicants identified as black, 1.2% were from other ethnic groups and 1.8% were of dual heritage. 16% either refused to complete this part of the application or their ethnicity is unknown. In looking at this data in more detail, 55.9% were Bangladeshi, 9.5% white British, 6.1% Black African, 5.5% were white other and 2.3% Black Caribbean. In summary those with ethnicity records from a Black, Asian and other ethnic heritage represented 81.1% of applicants.
	<p>Religion or belief:</p> <ul style="list-style-type: none"> ▪ There is a deficit in the information available on the religion or belief systems that applicants on the Common Housing Register identify with. This is largely because this is a voluntary part of the application and the majority of applicants (92.2%) choose not to disclose this information.
	<p>Sexual orientation:</p> <ul style="list-style-type: none"> ▪ Again, there is a deficit in the information available on the sexual orientation which CHR applicants identify with, the majority of applicants (96%) either choose not to answer or do not disclose this information.
	<p>Marriage and civil partnership:</p> <ul style="list-style-type: none"> ▪ There is a deficit in the data which is held on the marital status of applicants on the CHR. 87% chose not to answer this question.

Equalities issues raised by applicants on the Housing Register

- 4.29 What this data clearly describes is the extreme diversity of people on the Borough’s housing register. Any provision of social housing is likely to address this diversity and the increase of affordable housing on the Harriott, Apsley & Pattison site is likely to benefit a diverse cross section of those on the CHR. This is likely to have a positive equality outcome for those seeking new accommodation.
- 4.30 The true measure of this however will only be seen going forward. Indeed, it may be important for the council to monitor the profile of those residents in the newly developed private housing to assess this impact effectively; this will also enable the assessment of the furtherance of the borough commitment to community cohesion.

Stepney Green Ward

- 4.31 The table below summarises data findings for Stepney Green ward, taken from the 2011 census and subsequent research and is collated by the GLA. For consistency purposes both London and England data is based on 2011 census findings. This data provides a

baseline for an understanding of the wider area around which the regeneration scheme will have impact.

Stepney Green Ward	Equalities and diversity data
Population	<ul style="list-style-type: none"> At the time of the 2021 Census, the population for Stepney Green ward was 12,349 which accounted for 4% of the total population of Tower Hamlets.
Age 2021	<ul style="list-style-type: none"> The child population (0-15) represents 21.2% of the total population in Stepney Green, this is more than Tower Hamlets 18.5%, London 18.3% and England 17.7% Working age population 16-64 in Stepney Green is 70.3% this is less than Tower Hamlets 75.9%, but higher than London 69.7% and England 63.6% Older people (65+) in Stepney Green are 8.5% more than the level in Tower Hamlets 5.6%, but less than London 12.0% and England 18.8%
Gender 2021	<ul style="list-style-type: none"> At the time of the 2021 Census the ward had 6,251 males and 6,093 females providing a gender split in the ward of 50.6 % male and 49.4 % female. In comparison the Borough profile is 50.2% male and 49.8% female, London 48.5% male and 51.5% female and for England and Wales it is 49% male and 51% female.
Race 2021	<ul style="list-style-type: none"> 71% of residents in Stepney Green are from BAME groups, more than Tower Hamlets 67%, London 53% but higher than England 19%. The Bangladeshi population of the ward at the Census was 52% The three largest ethnic groups in the borough (white British, Bangladeshi and white other) accounted for 79% of all residents in this ward.
Main languages spoken	<ul style="list-style-type: none"> The % for whom English is not their first language in Stepney Green is 39% higher than 34% for Tower Hamlets and 12.9% for London but higher than 4.4% for England.
Region or belief 2021	<ul style="list-style-type: none"> The proportion of residents who identified themselves as Christian was 17.9% – lower than the borough average of 24%. At 56.7% of the population, the proportion of Muslim residents was a higher proportion than the 43% of Muslims in the borough. 16.5% of residents in the Stepney Green ward stated that they had no religion, this is lower than the borough proportion of those stating no religion of 29%.
Gender reassignment 2021	<ul style="list-style-type: none"> In Tower Hamlets, 90.65% of those asked in the 2021 census stated that their gender identity was the same as sex registered at birth, 0.85% stated their gender identity was different from that registered at their birth, 0.14% stated they were non binary, and 0.6% stated another gender. 8.29% did not respond to this question.
Sexual orientation 2021	<ul style="list-style-type: none"> In Tower Hamlets 83.07% of those asked in the 2021 census stated their sexual orientation was heterosexual, 3.96% gay or lesbian, 2.52% bisexual, 0.46% pan sexual, 0.06% a sexual, 0.13 queer, 0.04% all other sexual orientations and 9.76% did not answer this question.
Pregnancy and maternity 2019	<ul style="list-style-type: none"> In 2019 the live births data showed that there were 4,307 live births in Tower Hamlets and there were 164 live births in Stepney Green representing 3.7% of the live births in the borough.
Marriage and civil partnership 2021	<ul style="list-style-type: none"> In Stepney Green in 2021, 41.6% have never been married, 27.1% are married to someone of a different sex, 0.3% are married to someone of the same sex, 0.2% are in civil partnerships, 1.8% are separated, 4.3% divorced, 3.5% widowed and for 21.1% this question did not apply because of their young age.

Stepney Green Ward	Equalities and diversity data
Health and disability 2021	<ul style="list-style-type: none"> ▪ On Census Day 2021, 877 residents (7.2%) in Stepney Green had a long term health problem or disability limiting their day to day activities a lot, while around 8.2% (991 residents) had a long term health problem or disability limiting the persons day to day activities a little. Collectively there were 15.4% whose day to day activities were limited either a little or a lot. 84.6% of the population of Stepney green did not have a disability under the Equality Act 2010. ▪ In Stepney Green, the rate of people with a long term health problem or disability limiting day to day activities a lot and the rate of people with a long term health problem or disability limiting day to day activities a little were both above London and Tower Hamlets averages. ▪ Those who stated their health was good came to 81.4% (9,871) and those who stated their health was not good came to 18.6% (2,258).
Economic activity	<ul style="list-style-type: none"> ▪ The employment rate for residents in Stepney Green was 47.7% compared to 57.6% for Tower Hamlets, 62.4% for London and 62.1% for England. ▪ The unemployment rate for residents in Stepney Green was 7.1% compared to 6.7% for Tower Hamlets, 5.2% for London and 4.4% for England.
Benefit claimants⁷	<ul style="list-style-type: none"> ▪ The Claimant Count in Stepney Green ward rose sharply from March 2020 onwards as the impact of the Covid 19 pandemic took effect. As of January 2021, the claimant count was around three times higher than it had been in January 2019. The most affected age group was the 25-49 year old group where the number of claimants was four times higher, whereas the claimant count among 50+ year olds had doubled.
Household Income 2020	<ul style="list-style-type: none"> ▪ Tower Hamlets had a median household income of £28,769 in 2020, slightly below the medium household income in London. In 2020, Stepney Green ward had the 5th lowest median income of any ward in Tower Hamlets, with the average household income being below £23k. 3,700 households had an income below £35k and 1,100 had an income below £15k. (Source: CACI Paycheck 2020)

⁷ Department for Work and Pensions 2021.

Stepney Green Ward	Equalities and diversity data
<p>Deprivation – 2019 Indices of Multiple Deprivation.</p>	<ul style="list-style-type: none"> ▪ In 2019, Tower Hamlets was the 50th most deprived local authority area (of 317) based on its Rank of Score⁸. It was the 14th most deprived local authority area based on Income Deprivation Affecting Children and the most deprived area in the country based on Income Deprivation Affecting Older People. ▪ Stepney Green ward has high levels of deprivation compared to the borough as a whole and the London region. According to Greater London Authority analysis of the 2019 Indices of Multiple Deprivation, Stepney Green ward was the 5th most deprived ward in Tower Hamlets (of 20). It was the 69th most deprived ward in London out of 633 based on rank of score, placing it just outside the most deprived decile of wards in the capital. ▪ Stepney Green ward was the 6th most deprived in Tower Hamlets based on Income rank (within the most deprived 1% of wards) and the 38th most deprived in London. It was 6th most deprived ward in Tower Hamlets based on Employment rank and the 94th most deprived in London. ▪ In terms of Income Deprivation Affecting Children, Stepney Green ranked as the 140th most deprived ward in London. In terms of Income Deprivation Affecting Older People, it ranked 7th most deprived in both London and Tower Hamlets.

Commentary on these Data sets

4.32 An overall assessment of this information shows that there are limitations with these recorded datasets from an equality’s perspective. In all cases, the profile of information is based on the head of household with no way to distinguish between other members of the household. Moreover, not all protected characteristics have been addressed and the level of health need is not fully stated.

4.33 A case for additional data, and more targeted primary research:

- Need for full household data.
- Need for data on all 9 protected characteristics and additional requirements based on health, socio economic and language priorities.
- Extending the data analysis beyond the red line of the CPO process.
- Consideration of alternative data sources to build a fuller picture of the equality impacts from this regeneration process.

4.34 With this case in mind, regeneration managers agreed that a household survey of residents within the development site should be completed to capture the equalities and diversity data for residents affected by this regeneration scheme. This survey is summarised in section 5 of this EQIA. The survey seeks to profile the protected characteristic make up of each household who responded to the telephone survey team and who completed the face to face follow ups.

⁸ The 2019 Indices of Multiple Deprivation rank each local authority area and each ward location within local authorities and sets these against national comparators.

5 Primary Research: Summary of Household EQIA Survey Findings 2021

Introduction and rationale

- 5.1 The data below sets out the findings of the Household Survey completed in February/March 2021. The survey had 45 questions, which were asked via a telephone survey and followed up by interviewers through a doorstep survey of households on the estate. The recorded data is broken down by the profiles of respondents for the whole estate, council tenants, resident leaseholders, and non-resident leaseholders/private tenants (renting from non-resident leaseholders).
- 5.2 There were 100 properties in the sample for the Harriott, Apsley & Pattison House (the site). In total the survey team completed 72 surveys. This represented:
- 72% of the estate (100 units), comprised of:
 - 31 of council homes, being 43.1% of the survey respondents and 86% of the sample of council owned homes on the site (36 units)
 - 23 resident leaseholder homes, being 31.9% of the survey responses and 68% of the sample of resident leaseholders on the site (34 units)
 - 2 non-resident leaseholders and 16 privately tenanted households, being 25% of the survey sample and 60% of the sample of non-resident / privately tenanted households on the site (30 units).

Methodology and approach

- 5.3 The survey included 45 questions which profile all 9 protected characteristics of the Equality Act 2010 as well as other questions agreed with officers from Tower Hamlets. The equalities characteristics when broken down have been defined by both national data sets and categories used by the borough, both of which align to guidance of the Equalities and Human Rights Commission (EHRC).
- 5.4 The field work was delivered by experienced interviewers and street/household survey practitioners.
- 5.5 A database of property contact details (telephone numbers and emails) was provided by LB Tower Hamlets and each property was contacted at least once and in some cases several times. Indeed, the residents who did not respond had at least 6 call backs and their household was also visited by a researcher. Within the database there were however 33 households where there was either no telephone number available or details were incorrect.
- 5.6 The household data captured through the survey is reliant on the respondents fully describing the make-up of their household. The survey was not an audit of the household profile, but it is a reliable account of the household makeup from the respondents' perspective. With this note in mind the findings of the survey are considered to be the most detailed and reliable summary of household composition. This data has been summarised and is reported below.

Key findings

- 5.7 The first three questions identified the house number, block and the residents' name. The fourth question identified the **tenure** of the occupant's household.

Which of the following describes how you occupy your home?	Frequency	Percent
Council Tenant	31	43.1
Resident Leaseholder	23	31.9
Non-resident leaseholder	2	2.8
Private tenant	16	22.2
Total	72	100.0

- 5.8 From those identified as resident and non-resident leaseholders, 48% had a mortgage and 52% were with a mortgage.

If you are the owner occupier, are you an owner occupier	Frequency	Percent	Valid Percent
With a mortgage	12	16.7	48.0
Without a mortgage	13	18.1	52.0
Total	25	34.7	100.0
Missing	47	65.3	
Total	72	100.0	

- 5.9 The **length of time** people have lived in their homes is varied and differs between the whole sample and among council tenants, resident leaseholders and non-resident leaseholders /private tenants. Collectively 76% of residents in the survey sample have lived in their home for more than 6 years. This rises to 87% for council tenants and 91% for resident leaseholders. For non-resident/private tenants the length of time they have lived in their home is however lower, at 39%. Nonetheless what this collectively shows is that the majority have lived on the site for a long time. Furthermore, just under 50% have lived in their homes for over 20 years.

How long have you lived in your home?	Whole Sample		Council Tenants		Resident Leaseholders		Non Resi/Private Tens	
	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent
Less than 1 year	4	5.6	0	0			4	22.2
1-5 years	13	18.1	4	12.9	2	8.7	7	38.9
6-10 years	11	15.3	6	19.4	1	4.3	4	22.2
11-20 years	9	12.5	4	12.9	4	17.4	1	5.6
20+ years	35	48.6	17	54.8	16	69.6	2	11.1
Total	72	100.0	31	100.0	23	100.0	18	100.0

- 5.10 Responses to the **total number of people that live in each household** is set out below. The table beneath that calculates what this means in terms of the total population from the respondents engaged in the survey by tenure type.

How many people live in your household?	Whole Sample		Council Tenants		Resident Leaseholders		Non Resi/Private Tens	
	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent
person 1	3	4.2	2	6.5	1	4.3		
person 2	4	5.6	3	9.7	1	4.3		
person 3	9	12.5	3	9.7	5	21.7	1	5.6

How many people live in your household?	Whole Sample		Council Tenants		Resident Leaseholders		Non Resi/Private Tens	
	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent
person 4	19	26.4	8	25.8	3	13.0	8	44.4
person 5	13	18.1	5	16.1	4	17.4	4	22.2
person 6	12	16.7	6	19.4	4	17.4	2	11.1
person 7	6	8.3	2	6.5	3	13.0	1	5.6
person 8	3	4.2	1	3.2	1	4.3	1	5.6
person 9	3	4.2	1	3.2	1	4.3	1	5.6
Total	72	100.0	31	100.0	23	100.0	18	100.0

5.11 With these responses it is possible to calculate what this means in terms of the population of these 72 units that responded to the survey. To this end there are some 344 people living in the 72 units, 141 of which are council tenants, 112 are resident leaseholders and 91 are non-resident / private tenants.

Household size	Whole Sample	Council Tenants	Resident Leaseholders	Non Resi/Private Tens
1	3	2	1	0
2	8	6	2	0
3	27	9	15	3
4	76	32	12	32
5	65	25	20	20
6	72	36	24	12
7	42	14	21	7
8	24	8	8	8
9	27	9	9	9
Total	344	141	112	91

5.12 The next question identified the **gender** profile of each household,

- 50.9% were male.
- 49.1% were female.
- None preferred not to say.

5.13 There were slight variations to this profile by tenants, residential leaseholders and non-resident leaseholders/private tenants. This is set out in the table below.

Gender profile	Whole Sample		Council Tenants		Resident Leaseholders		Non Resi/Private Tens	
	Count	%	Count	%	Count	%	Count	%
Male	174	50.9%	68	48.2%	60	54.1%	46	51.1%
Female	168	49.1%	73	51.8%	51	45.9%	44	48.9%
Prefer not to say		0.0%		0.0%		0.0%		0.0%
Total	342	100.0%	141	100.0%	111	100.0%	90	100.0%

5.14 The full **age** profile of the population living on Harriott, Apsley and Pattison is set out in the table below:

Age Profile	Whole Sample		Council Tenants		Resident Leaseholders		Non Resi/Private Tens	
	Count	%	Count	%	Count	%	Count	%
0-5 years	23	6.7%	9	6.4%	13	11.6%	1	1.1%
6-11 years	25	7.3%	10	7.1%	5	4.5%	10	11.1%
12-17 years	45	13.1%	22	15.6%	11	9.8%	12	13.3%
18-24 years	49	14.2%	29	20.6%	10	8.9%	10	11.1%
25-34 years	68	19.8%	16	11.3%	22	19.6%	30	33.3%
35-44 years	51	14.8%	16	11.3%	23	20.5%	12	13.3%
45-54 years	41	11.9%	22	15.6%	7	6.3%	12	13.3%
55-64 years	21	6.1%	10	7.1%	10	8.9%	1	1.1%
65-74 years	15	4.4%	5	3.5%	8	7.1%	1	1.1%
75-84 years	5	1.5%	2	1.4%	2	1.8%	1	1.1%
85+ years	1	0.3%		0.0%	1	0.9%	0	0.0%
Total	344	100.0%	141	100.0%	112	100.0%	90	100.0%

5.15 The under 18 profiles of the respondents to the survey within the site is 27%. This shows that 3 in 10 members of the site are under 18. The working age population (18-64) of those on the site is 66.9% and the over 65 population is 6.1%. This is summarised in the table below.

Summary age groups	Whole Sample	Council Tenants	Resident Leaseholders	Non Resi/Private Tens
Under 18	27.0%	29.1%	25.9%	25.6%
Working age	66.9%	66.0%	64.3%	72.2%
Over 65	6.1%	5.0%	9.8%	2.2%

5.16 The next question sought to identify those people living on the site who have their day-to-day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months. This is as close a proxy there is to understanding the number of people living on the site with a **disability**. To this end 7.2% have a health problem/disability that limited their life a lot and 8.1% had a health problem/disability that limited their life a little. Some 100 people preferred not to

disclose this information. This could suggest that some 15.3% have a health problem/disability of some form. This is set out in the table below:

Are any person's day-to-day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months (include any problems related to old age)?	Whole Sample		Council Tenants		Resident Leaseholders		Non Resi/Private Tens	
	Count	%	Count	%	Count	%	Count	%
Yes, limited a lot	24	7.2%	9	9.7%	11	18.0%	5	6.2%
Yes, limited a little	27	8.1%	12	12.9%	12	19.7%	3	3.7%
No	183	54.8%	72	77.4%	38	62.3%	73	90.1%
Prefer not to say	100	29.9%		0.0%		0.0%		0.0%
Total	334	100.0%	93	100.0%	61	100.0%	81	100.0%

5.17 A more detailed breakdown of types of **disability/health problem** is set out below. This accounts for sensory impairment, physical impairment, learning disability, mental health condition and long standing illness or health condition. This is set out in the table below:

Please state the type of health problem or disability that applies to each person (if applicable)?	Whole Sample		Council Tenants		Resident Leaseholders		Non Resi/Private Tens	
	Count	%	Count	%	Count	%	Count	%
Sensory impairment, (such as being blind / having a visual impairment or being deaf / having a hearing impairment)	2	3.0%	1	3.0%	1	4.2%		0.0%
Physical impairment, (such as using a wheelchair to get around and / or difficulty using your arms)	28	42.4%	14	42.4%	11	45.8%	3	33.3%
Learning disability, (such as Downs syndrome or dyslexia) or cognitive impairment (such as autism or head-injury)	3	4.5%	2	6.1%	1	4.2%		0.0%
Mental health condition, (such as depression or schizophrenia)	4	6.1%	2	6.1%	1	4.2%	1	11.1%
Long-standing illness or health condition (such as cancer, HIV, diabetes, chronic heart disease, or epilepsy)	29	43.9%	14	42.4%	10	41.7%	5	55.6%
Total	66	100.0%	33	100.0%	24	100.0%	9	100.0%

5.18 Long standing illness or health conditions represented 43.9% of the cohort of those with health problems and/or disabilities, this was followed by physical impairments at 42.4%, mental health conditions at 6.1%, learning disability at 4.5% and sensory impairment at 3%.

5.19 The table below sets out the numbers and profiles of those who stated that a member of their household is a **registered carer** of someone living at that address. It shows that 6.9% of residents in the sample are registered carers.

Are you, or any member of your household a registered carer to someone living at this address?	Whole Sample		Council Tenants		Resident Leaseholders		Non Resi/Private Tens	
	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent
Yes	5	6.9	1	3.2	3	13.0	1	5.6
No	43	59.7	24	77.4	14	60.9	5	27.8
Total	48	66.7	25	80.6	17	73.9	6	33.3
Missing	24	33.3	6	19.4	6	26.1	12	66.7
Total	72	100.0	31	100.0	23	100.0	18	100.0

5.20 The table below shows the number and profile of those who are a **volunteer or family carer** that look after or support someone else in their home who needs help with their day-to-day life due to a disability, illness, or old age. 31.9% of households had a family member that fulfils this role.

Are you a volunteer or family carer who looks after or supports someone else in their home who needs help with their day-to-day life due to a disability, illness, or old age?	Whole Sample		Council Tenants		Resident Leaseholders		Non Resi/Private Tens	
	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent
Yes	23	31.9	12	38.7	9	39.1	2	11.1
No	25	34.7	13	41.9	8	34.8	4	22.2
Total	48	66.7	25	80.6	17	73.9	6	33.3
Missing	24	33.3	6	19.4	6	26.1	12	66.7
Total	72	100.0	31	100.0	23	100.0	18	100.0

5.21 The next question sought to establish, for those that deliver this role, the average weekly number of **hours people undertake in providing care**.

If 'Yes', how many hours a week do you provide care for on average? (Please enter approximate hours per week)	Whole Sample		Council Tenants		Resident Leaseholders		Non Resi/Private Tens	
	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent
10	1	1.4			1	4.3		
14	1	1.4			1	4.3		
20	3	4.2	2	6.5	1	4.3		
25	1	1.4	1	3.2				
30	2	2.8			1	4.3	1	5.6
40	10	13.9	7	22.6	3	13.0		
50	1	1.4	1	3.2	1	4.3		
60	3	4.2	1	3.2	1	4.3	1	5.6
80	1	1.4			1	4.3		
168	1	1.4	1	3.2				
Total	24	33.3	13	41.9	9	39.1	2	11.1
Missing	48	66.7	18	58.1	14	60.9	16	88.9
Total	72	100.0	31	100.0	23	100.0	18	100.0

5.22 The next question sought to identify which of the following **health needs** apply to members of each household.

Which of the following health needs apply to member/s of your household? Self-Declared Health Needs	Whole Sample		Council Tenants		Resident Leaseholders		Non Resi/Private Tens	
	Count	%	Count	%	Count	%	Count	%
Problems with arms, hands	1	1.4%		0.0%	1	3.7%		0.0%
Problems with legs or feet	16	22.5%	7	20.0%	7	25.9%	2	22.2%
Problems with back or neck	2	2.8%		0.0%	1	3.7%	1	11.1%
Difficulty in seeing	1	1.4%		0.0%	1	3.7%		0.0%
Difficulty in hearing		0.0%		0.0%		0.0%		0.0%
Speech impediment		0.0%		0.0%		0.0%		0.0%
Skin conditions, allergies		0.0%		0.0%		0.0%		0.0%
Chest, breathing problems	4	5.6%	2	5.7%	2	7.4%		0.0%
Heart blood pressure, circulation	6	8.5%	3	8.6%	3	11.1%		0.0%
Problems with stomach, liver, kidney, digestion		0.0%		0.0%		0.0%		0.0%
Diabetes	8	11.3%	3	8.6%	4	14.8%	1	11.1%
Depression, bad nerves	4	5.6%	2	5.7%	2	7.4%		0.0%
Epilepsy		0.0%		0.0%		0.0%		0.0%
Learning difficulties	3	4.2%	2	5.7%	1	3.7%		0.0%
Mental illness, phobia, panics	3	4.2%	2	5.7%	1	3.7%		0.0%
Learning disabilities		0.0%		0.0%		0.0%		0.0%
Long term medical condition	19	26.8%	11	31.4%	4	14.8%	4	44.4%
Progressive illness	4	5.6%	3	8.6%		0.0%	1	11.1%
Total	71	100.0%	35	100.0%	27	100.0%	9	100.0%

5.23 Finally from a health and social care perspective, the survey asked residents if they had made any **adaptations** to their homes providing aids for their health problem/disability. 15.3% of households in the sample stated they had made an adaption to their home. Specific forms of adaptations provided by respondents included adaptations to their bathrooms, including baths and toilets.

Have you had any aids or adaptations made to your home?	Whole Sample		Council Tenants		Resident Leaseholders		Non Resi/Private Tens	
	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent
Yes	11	15.3	5	16.1	5	21.7	1	5.6
No	36	50.0	19	61.3	12	52.2	5	27.8
Total	47	65.3	24	77.4	17	73.9	6	33.3
Missing	25	34.7	7	22.6	6	26.1	12	66.7
Total	72	100.0	31	100.0	23	100.0	18	100.0

5.24 The table below sets out the **ethnic** profile of the respondents to the survey from within the site. The Ethnic Minority⁹ profile of respondents for the site is 93.0%, the BAME¹⁰ population of the estate is 90.6%. Clearly this shows that there is a significantly strong level of diversity on the site with Bangladeshi residents making up 72% across the whole sample of residents. This can be broken down further to show that 80% of

⁹ Ethnic minority is defined as people who differ in race or colour or in national, religious, or cultural origin from the dominant group of the country in which they live. For the purposes of this EQIA ethnic minority is used where people have not been defined as White British.

¹⁰ The acronym BAME stands for Black, Asian and Minority Ethnic and is defined as all ethnic groups except White ethnic groups.

council tenants, 78.9% of resident leaseholders and 52% of non-resident leaseholders/private tenants identify as Bangladeshi.

Ethnicity	Whole Sample	Council Tenants	Resident Leaseholders	Non Resi/Private Tens
Ethnic Minority	93.0%	100.0%	90.8%	84.8%
BAME	90.6%	100.0%	89.9%	77.2%
Bangladeshi	72.2%	80.1%	78.9%	52.2%
Black African	7.6%	11.3%	3.7%	6.5%
White British	7.0%	0.0%	9.2%	15.2%

5.25 A full breakdown of ethnicity is set out in the table below.

Ethnicity	Whole Sample		Council Tenants		Resident Leaseholders		Non Resi/Private Tens	
	Count	%	Count	%	Count	%	Count	%
White: English/Welsh/Scottish /Northern Irish/British	24	7.0%		0.0%	10	9.2%	14	15.2%
White: Irish		0.0%		0.0%		0.0%		0.0%
White: Gypsy or Irish Traveller		0.0%		0.0%		0.0%		0.0%
White: Roma	3	0.9%		0.0%		0.0%	3	3.3%
White: Other White	5	1.5%		0.0%	1	0.9%	4	4.3%
Mixed/multiple ethnic group: White and Black Caribbean	6	1.8%	6	4.3%		0.0%		0.0%
Mixed/multiple ethnic group: White and Black Africa	5	1.5%		0.0%		0.0%	5	5.4%
Mixed/multiple ethnic group: White and Asian	3	0.9%	2	1.4%	1	0.9%		0.0%
Mixed/multiple ethnic group: Other Mixed		0.0%		0.0%		0.0%		0.0%
Asian/Asian British: Indian	5	1.5%	4	2.8%	1	0.9%		0.0%
Asian/Asian British: Pakistani	6	1.8%		0.0%	6	5.5%		0.0%
Asian/Asian British: Bangladeshi	247	72.2%	113	80.1%	86	78.9%	48	52.2%
Asian/Asian British: Chinese	1	0.3%		0.0%		0.0%	1	1.1%
Asian or Asian British Vietnamese		0.0%		0.0%		0.0%		0.0%
Asian/Asian British: Other Asian	3	0.9%		0.0%		0.0%	3	3.3%
Black/African/Caribbean/Black British: African	26	7.6%	16	11.3%	4	3.7%	6	6.5%
Black/African/Caribbean/Black British: Caribbean		0.0%		0.0%		0.0%		0.0%
Black/African/Caribbean/Black British: Somali		0.0%		0.0%		0.0%		0.0%
Black/African/Caribbean/Black British: Other Black		0.0%		0.0%		0.0%		0.0%
Other ethnic group: Arab		0.0%		0.0%		0.0%		0.0%
Other ethnic group: Any other ethnic group	8	2.3%		0.0%		0.0%	8	8.7%
Prefer not to say		0.0%		0.0%		0.0%		0.0%
Total	342	100.0%	141	100.0%	109	100.0%	92	100.0%

5.26 The **sexual orientation** profile of respondents is set out in the table below:

What is the Sexual Orientation of your household members? (This only applies to residents over 18 years of age)	Whole Sample		Council Tenants		Resident Leaseholders		Non Resi/Private Tens	
	Count	%	Count	%	Count	%	Count	%
Straight/Heterosexual	225	100.0%	87	100.0%	73	100.0%	65	100.0%
Gay or Lesbian		0.0%		0.0%		0.0%		0.0%
Bisexual person		0.0%		0.0%		0.0%		0.0%
Other		0.0%		0.0%		0.0%		0.0%
Prefer not to say		0.0%		0.0%		0.0%		0.0%
Total	225	100.0%	87	100.0%	73	100.0%	65	100.0%

5.27 The data states that 100% of respondents stated that they were straight/heterosexual.

5.28 The **religion/faith** profile of responding households is set out below:

What is the Faith of members of your household?	Whole Sample		Council Tenants		Resident Leaseholders		Non Resi/Private Tens	
	Count	%	Count	%	Count	%	Count	%
Atheist/Agnostic		0.0%		0.0%		0.0%		0.0%
Christian	21	6.1%	7	5.0%	1	0.9%	13	14.3%
Buddhist		0.0%		0.0%		0.0%		0.0%
Hindu		0.0%		0.0%		0.0%		0.0%
Jewish		0.0%		0.0%		0.0%		0.0%
Muslim	277	80.8%	128	90.8%	93	84.5%	56	61.5%
Sikh		0.0%		0.0%		0.0%		0.0%
Humanist		0.0%		0.0%		0.0%		0.0%
No Religion	34	9.9%	6	4.3%	12	10.9%	16	17.6%
Other	4	1.2%		0.0%	4	3.6%		0.0%
Prefer not to say	7	2.0%		0.0%		0.0%	6	6.6%
Total	343	100.0%	141	100.0%	110	100.0%	91	100.0%

5.29 The Muslim faith makes up the largest group of respondents at 80.8% of the whole sample, 90.8% of council tenants, 84.5% of resident leaseholders and 61.5% of non-resident leaseholders/private tenants.

5.30 The number of residents who are either **pregnant** or who have given birth in the last 12 months was 3. This represents some 0.87% of the population from the sample. While this does seem quite low it is consistent with the lower proportion of pregnancies during the Covid 19 pandemic.

5.31 There were no responding households that indicated that there were any members of that household, who have undergone or were presently undergoing a **Gender reassignment** process.

5.32 The responses to the question about the marital or registered civil partnership or cohabitation status is set out below:

What best describes each person's marital, registered civil partnership or cohabitation status? (This only applies to persons over 16 years of age)	Whole Sample		Council Tenants		Resident Leaseholders		Non Resi/Private Tens	
	Count	%	Count	%	Count	%	Count	%
Never married and never registered a same sex civil partnership	116	52.7%	39	45.9%	32	47.1%	45	67.2%
Married	91	41.4%	39	45.9%	32	47.1%	20	29.9%
Separated, but still legally married	3	1.4%	2	2.4%		0.0%	1	1.5%
Divorced	3	1.4%	3	3.5%		0.0%		0.0%
Widowed	7	3.2%	2	2.4%	4	5.9%	1	1.5%
In a registered same-sex civil partnership		0.0%		0.0%		0.0%		0.0%
Separated, but still legally in a same sex civil partnership		0.0%		0.0%		0.0%		0.0%
Formerly in a same-sex civil partnership which is now legally dissolved		0.0%		0.0%		0.0%		0.0%
Surviving partner from a same-sex civil partnership		0.0%		0.0%		0.0%		0.0%
Prefer not to say		0.0%		0.0%		0.0%		0.0%
Total	220	100.0%	85	100.0%	68	100.0%	67	100.0%

5.33 The high proportion of those that have never married and never registered a same sex civil partnership (52.7%) will mostly be young adults. Within the responding households 41.4% of people over 16 were married, 1.4% were separated, 1.4% divorced and 3.2% widowed.

5.34 It is however worth noting that in some of these cases the legal status does have an impact when tenure and leaseholder status come into play, in cases where a marriage ceases and or in situations of divorce and separation and even in the case of death, particularly for cohabiting partners.

The **employment/economic activity** status of respondents is set out below:

Which of the following applies to members of your household? (This applies to those over 16 years of age)	Whole Sample		Council Tenants		Resident Leaseholders		Non Resi/Private Tens	
	Count	%	Count	%	Count	%	Count	%
Employed Full Time	101	42.3%	29	33.0%	35	42.7%	37	53.6%
Employed Part Time	21	8.8%	7	8.0%	9	11.0%	5	7.2%
Self-employed Full Time or Part Time	2	0.8%		0.0%	2	2.4%		0.0%
On a government supported training programme e.g. Apprenticeship/Training		0.0%		0.0%		0.0%		0.0%
Full time education	29	12.1%	14	15.9%	3	3.7%	12	17.4%
Unemployed available for work	41	17.2%	23	26.1%	12	14.6%	6	8.7%
Permanently sick/disabled	3	1.3%		0.0%	3	3.7%		0.0%
Retired	24	10.0%	7	8.0%	14	17.1%	3	4.3%
Looking after the home	9	3.8%	4	4.5%	2	2.4%	3	4.3%
Full time carer of elderly or disabled person	4	1.7%	3	3.4%	1	1.2%		0.0%
Full time child carer	3	1.3%	1	1.1%	1	1.2%	1	1.4%
Doing something else (please specify?)		0.0%		0.0%		0.0%		0.0%
Prefer not to say	2	0.8%		0.0%		0.0%	2	2.9%
Total	239	100.0%	88	100.0%	82	100.0%	69	100.0%

- 5.35 42% of household members are employed full time, 9% part time and 12% in full time education and 17% unemployed and available for work. This is data gathered in 2021 and reflects the estate population during the third Covid-19 lockdown (January 2021). In summary 81.2% of the estate are economically active and 18.0% are economically inactive and 0.8% preferred not to say.
- 5.36 The numbers of households where there was currently a **furloughed employee** was 4 (5.6%) of responding households.
- 5.37 The **status of under 18 year olds** is set out in the table below. What this shows is that 14.9% of children are under school age and intending to enrol in a state school in the borough. 5.3% are under school age and intending to enrol at a state school outside the borough. 67% were currently in a school or nursery in the borough. 4.3% in a state school or nursery outside the borough. 3.2% are in private schools or nursery outside the borough and 3.2% are in post 16-18 colleges and 2.1% are in post 16 employment.

What is each person under 18s status?	Whole Sample		Council Tenants		Resident Leaseholders		Non Resi/Private Tens	
	Count	%	Count	%	Count	%	Count	%
Under school age & intend to enrol at a state school in Tower Hamlets	14	14.9%	5	11.6%	9	30.0%		0.0%
Under school age & intend to enrol at a private school in Tower Hamlets		0.0%		0.0%		0.0%		0.0%
Under school age & intend to enrol at a state school outside of Tower Hamlets	5	5.3%	3	7.0%		0.0%	2	9.5%
Under school age & intend to enrol at a private school outside of Tower Hamlets		0.0%		0.0%		0.0%		0.0%
School or nursery pupil enrolled in state school in Tower Hamlets	63	67.0%	30	69.8%	18	60.0%	15	71.4%
School or nursery pupil enrolled in private school in Tower Hamlets		0.0%		0.0%		0.0%		0.0%
School or nursery pupil enrolled in a state school outside Tower Hamlets	4	4.3%		0.0%		0.0%	4	19.0%
School or nursery pupil enrolled in a private school outside Tower Hamlets	3	3.2%	3	7.0%		0.0%		0.0%
Post 16 -18 college student	3	3.2%	1	2.3%	2	6.7%		0.0%
Post 16-18 employment	2	2.1%	1	2.3%	1	3.3%		0.0%
Prefer not to say		0.0%		0.0%		0.0%		0.0%
Total	94	100.0%	43	100.0%	30	100.0%	21	100.0%

5.38 The range of **languages** spoken as a main language in households on the estate is set out below. Bangladeshi is spoken in 52.8% of households and English is spoken in 40.3% of responding households. Somali and French is spoken in 2.8% of households respectively and 1.4% of households speak Portuguese.

Which of the following, is the main language spoken in your household?	Whole Sample		Council Tenants		Resident Leaseholders		Non Resi/Private Tens	
	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent
English	29	40.3	10	32.3	13	56.5	6	33.3
Bengali	38	52.8	18	58.1	10	43.5	10	55.6
Somali	2	2.8	2	6.5				
French	2	2.8	1	3.2			1	5.6
Other please specify (Portuguese)	1	1.4					1	5.6
Total	72	100.0	31	100.0	23	100.0	18	100.0

5.39 A supplemental question was asked of those who did not have English as their first language. None of the respondents marked their spoken or written English as being anything less than 5 out of 5. The overall ranking score was 5 for spoken English and 5 for written English. This suggests that written and spoken English is good in all households.

If English is not the main language of people living in your home, please rate on a scale of 1 to 5 your household's ability to converse in English? With 1 being low and 5 being high.	1	2	3	4	5	Total	Average ranking
Spoken English					43	43	5
Written English					42	42	5

5.40 The next question asked respondents how many **bedrooms** their home had. To this end 25% of households occupy 2-bedroom units, 58.3% occupy 3-bedroom units and 12.5% occupy 4-bedroom units and 4.2% occupy 5-bedroom units. Nb there are no 5 bedroom units on the estate and these responses came from non-resident leasehold units that were occupied by private tenants, and hence it is assumed are using the living room as a bedroom.

How many bedrooms does your property have?	Whole Sample		Council Tenants		Resident Leaseholders		Non Resi/Private Tens	
	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent
2	18	25.0	7	22.6	4	17.4	7	38.9
3	42	58.3	23	74.2	16	69.6	3	16.7
4	9	12.5	1	3.2	3	13.0	5	27.8
5	3	4.2					3	16.7
Total	72	100.0	31	100.0	23	100.0	18	100.0

5.41 The next question asked respondents if they currently consider their household to have the **right number of bedrooms**. 44% stated they did and 56% stated they did not. The detail of this response is set out below.

At the moment, do you consider your household has the right number of bedrooms?	Whole Sample		Council Tenants		Resident Leaseholders		Non Resi/Private Tens	
	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent
Yes	32	44.4	13	41.9	8	34.8	11	61.1
No	40	55.6	18	58.1	15	65.2	7	38.9
Total	72	100.0	31	100.0	23	100.0	18	100.0

5.42 The next question asked if respondents felt their household was **overcrowded**. 58.33% stated it was and 30% stated it was not. 2 households did not respond to this question.

At the moment, do you consider your household is over-crowded?	Whole Sample		Council Tenants		Resident Leaseholders		Non Resi/Private Tens	
	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent
Yes	42	58.3	20	64.5	14	60.9	8	44.4
No	29	40.3	11	35.5	9	39.1	9	50.0
Total	71	98.6	31	100.0	23	100.0	17	94.4
Missing	1	1.4					1	5.6
Total	72	100.0					18	100.0

5.43 The next question asked if their home was **under occupied**. 4.2% stated that it was and 93.1% stated that it was not. Once again 2 households did not respond to this question.

At the moment, do you consider your household is under-occupied?	Whole Sample		Council Tenants		Resident Leaseholders		Non Resi/Private Tens	
	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent
Yes	3	4.2	2	6.5	1	4.3		
No	67	93.1	29	93.5	22	95.7	16	88.9
Total	70	97.2	31	100.0	23	100.0	16	100
Missing	2	2.8					2	11.1
Total	72	100.0	31	100.0	23	100.0	18	100.0

5.44 The next four questions sought to understand whether residents felt there would be **positive or negative impacts** caused by different aspects of the rebuilding proposals including health and wellbeing, childcare and school provision for young people, employment and skills and elderly care/support. In part, this data would describe people’s sense of concern re the proposals.

Perceptions of Impact		Whole Sample	Council Tenants	Resident Leaseholders	Non Resi/Private Tens
Overall how would the rebuilding of this estate impact on the health and wellbeing of your household?	Positive	67%	77%	57%	33%
	No Impact	20%	10%	17%	61%
	Negative	12%	13%	26%	6%
How will the rebuilding of this estate impact on the childcare and school provision of young people in your household?	Positive	16%	22%	17%	6%
	No Impact	75%	72%	70%	89%
	Negative	8%	6%	13%	6%
How will the rebuilding of this estate impact on the employment and skills needs of those in your household?	Positive	1%	0%	4%	0%
	No Impact	97%	100%	91%	100%
	Negative	1%	0%	4%	0%
How will the rebuilding of this estate impact on the elderly care/ support received by members of your household?	Positive	3%	6%	0%	0%
	No Impact	92%	90%	87%	100%
	Negative	6%	3%	13%	0%

5.45 What is clear is that the levels of perceived negative impacts seem low.

- 12% of respondents felt there would be a negative impact on the health and wellbeing needs of their household.
- 8% felt there would be a negative impact on the childcare school provision of members of their household.
- 1% felt there would be a negative impact on the employment and skill needs of members of their households.
- 5% felt there would be negative impacts on the elderly care/support received by members of their households.

5.46 These questions also gave respondents the opportunity to explain their responses. A summary of these open-ended statements is set out below, N.B. these statements are themes emerging from the responses gathered. Some are in support of positive statements and others set out people's concerns:

Respondent's perceptions of the impact of the regeneration programme on the following aspects			
Health and well being	Childcare/School Provision	Employment and Skills	Elderly care/support
Stress and fear of the unknown and the construction period	Concerns re children's play facilities and open spaces reducing	No perceived concerns raised	Concern regarding electrical supply due to dialysis
Lack of warmth in current properties	Concerns about the loss of school places		Unknown and carer parking
Reduced Anti-Social Behaviour	More security		
More space, need for bigger property			
Loss of green space, reduced physical space			
Fresh environment			
Loss of parking amenity			

5.47 The next question asked residents to think about the future of their area and identify those **facilities they feel would benefit residents.**

Thinking about the future of your area, what facilities and services would benefit residents? Please tick all that apply:	Whole Sample		Council Tenants		Resident Leaseholders		Non Resi/Private Tens	
	Count	Percent response	Count	Percent response	Count	Percent response	Count	Percent response
Improved health services	62	86%	29	94%	21	91%	12	67%
Improved community facilities	61	85%	28	90%	22	96%	11	61%
Play areas	33	46%	16	52%	15	65%	2	11%
Local shops	26	36%	13	42%	12	52%	1	6%
Local transport	19	26%	11	35%	8	35%		
other	9	13%	6	19%	3	13%	0	0%

5.48 86% wanted to see improvements to health services, 85% improvements to community facilities, 46% to play areas, 36% to local shops, and 26% to local transport. The additional other areas of improvement identified are set out in the table below:

If other, please specify	Frequency	Percent
No suggestions offered	59	81.9
More external space	1	1.4
Bike sheds	1	1.4
Infrastructure challenge and security	1	1.4
More open space	2	2.8
Need green areas	1	1.4
Need to quadruple play space, trashing of community and loss of community infrastructure	1	1.4
Overcrowding in area	1	1.4
Parking	1	1.4
Parking issue	1	1.4
Parking key issue	1	1.4
Reduce anti-social behaviour	1	1.4
Secure areas	1	1.4
Total	72	100.0

5.49 The proportion of those on the site where there are members of a household in receipt of an **income related benefit** is set out in the table below. 54% household residents who completed this question are receiving some form of income related benefit. The remainder either stated they were not or were not sure.

Are there any members in your household in receipt of income related benefit?	Whole Sample		Council Tenants		Resident Leaseholders		Non Resi/Private Tens	
	Count	%	Count	%	Count	%	Count	%
Yes	90	54%	49	75%	27	53%	14	27%
No	70	42%	16	25%	21	41%	33	65%
Not sure	7	4%		0%	3	6%	4	8%
Prefer not to say		0%		0%		0%		0%
Total	167	100%	65	100%	51	100%	51	100%

5.50 The annual **household income levels** of respondents for the whole of the estate are set out below:

Which of the following bandings does your annual household income fall within?	Whole Sample		Council Tenants		Resident Leaseholders		Non Resi/Private Tens	
	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent
Less than £10,000	12	16.7	6	19.4	2	8.7	4	22.2
£10,000 - £15,000	8	11.1	7	22.6			1	5.6
£15,000 - £20,000	3	4.2	3	9.7				
£20,000 - £25,000	1	1.4	1	3.2				
£25,000 - £30,000	1	1.4			1	4.3		
£30,000 - £35,000	1	1.4	1	3.2				
£35,000 - £40,000	2	2.8	1	3.2	1	4.3		
More than £50,000	3	4.2			3	13.0		
Don't Know	34	47.2	12	38.7	11	47.8	11	61.1
Prefer not to say	7	9.7			5	21.7	2	11.1
Total	72	100.0	31	100.0	23	100.0	18	100.0

- 5.51 27.8% of households stated that their annual household income was less than £15,000 per annum, which suggests a high level of poverty. This suggests there is likely to be a sizeable number across the estate beneath the poverty line as defined by the DWP¹¹.
- 5.52 The final question asked residents their **preferred forms of communication** about the regeneration proposals, with telephone, letter and email being the highest preferred options.

Preferred communication methods	Whole Sample		Council Tenants		Resident Leaseholders		Non Resi/Private Tens	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Telephone	54	75.0%	23	74%	16	70%	15	83%
Letter	30	41.7%	15	48%	10	43%	5	28%
Email	21	29.2%	10	32%	9	39%	2	11%
Noticeboard	2	2.8%		0%		0%	2	2%
Newsletter	2	2.8%		0%		0%	2	2%

Contextual concerns raised by residents from Harriott, Apsley & Pattison House.

5.53 The points below represent key concerns that residents have raised and or issues that were felt to be pertinent to this EQIA.

- Many welcomed the regeneration of the estate, feeling that it would improve the look of what some considered to be a rundown estate and welcomed the possibility of a better environment.
- Car parking – this issue was raised repeatedly and there was great concern about how this was to be addressed following the regeneration of the estate.
- The loss of green space across the estate was also raised by several participants.
- Some residents experienced overcrowding and felt that this would be supported in the new development.

Profile of the Redcoats Community Centre and Mosque

5.54 At the time of this EQIA, the Mosque was approached to request a profile breakdown of their worshipers. Unfortunately, the General Secretary of the Redcoats Community Centre and Mosque declined to provide any information about the equality and diversity profile of its worshipers/congregation, as they are still in negotiations with the council, and they did not want to provide this information until the negotiations were complete.

5.55 It is however safe to suggest that the worshipers of the Mosque come from a range of ethnic backgrounds and that they represent all age groups and genders. Clearly there is also a collective association with the Islamic faith.

¹¹ DWP in 2017 put the level of household incomes beneath the poverty line at a weekly average of £288 per week. This equates to an annual income of £16,128. Annual incomes beneath £15,000 per annum would represent households beneath the UK poverty line.

Headline Summary of the Primary Research completed.

5.56 Implications for the EQIA

- In total 72% of households engaged in this survey, 72% of the estate (100 units), comprising of:
- 31 of council homes 43.1% of the survey respondents and 86% of the sample council owned homes on the site (36 units)
- 23 resident leaseholder homes, 31.9% of the survey responses and 68% of the sample of resident leaseholders on the site (34 units)
- 2 non-resident leaseholders and 16 privately tenanted household, (25% of the survey sample and 60% of the sample of non-resident / privately tenanted households on the site (30 units)
- Collectively 76% of residents in the survey sample have lived in their home for more than 6 years.
- From the sample there were 344 people living in the 72 units, 141 of which are council tenants, 112 are resident leaseholders and 91 are non-resident / private tenants.
- BAME populations on the Harriott, Apsley & Pattison House are significant. The white British population in Harriott, Apsley & Pattison House is 7.0%, leaving an 93% ethnic minority population¹² and a BAME population¹³ of 90.6% non-white populations. This compares to a borough ethnic minority population of 66% and a BAME population of 55%. The Bangladeshi population of the estate is the significant ethnic group with 72.2% of the population, 80.1% of council tenants, 79% of resident leaseholders and 52% of non-resident leaseholders and private tenants.
- The gender profile of the estate is comparable with the borough's gender profile with 51% stating they were male, and 49% female compared to 52% male and 48% female in the borough.
- 15.3% of respondents on the estate stated they have a disability.
- Of these 43.9% stated they had a long standing illness and health condition, 42.4% with Physical impairments, 6.1% with Mental health conditions, 4.5% learning disability and 3% sensory impairment.
- 6.9% of residents in the sample are registered carers.
- 31.9% of households have family members that looks after or support someone else in their home who needs help with their day-to-day life is due to a disability, illness, or old age.
- 15.3% of households in the sample stated they had made an adaptation to their home.
- 27% are under 18. The working age population (18-64) of those on the site is 66.9% and the over 65 population is 6.1%.
- None of respondents stated they were gay/lesbian or bisexual, 100% stating they were straight/heterosexual.

¹² Ethnic minority is defined as people who differ in race or colour or in national, religious, or cultural origin from the dominant group of the country in which they live. For the purposes of this EQIA ethnic minority is used where people have not been defined as White British

¹³ The acronym BAME stands for Black, Asian and Minority Ethnic and is defined as all ethnic groups except White ethnic groups.

- 81% of respondents said they were Muslim, 10% with no religion and 6.1% stated they were Christian.
- Respondents stated that 0.87% of population (3 women) were either pregnant or who had given birth in the last 12 months.
- In terms of marriage and civil partnership 53% of adults over 16 have never been married or in a civil partnership, 41.4% were married, 1.4% separated, 1.4% divorced and 3.2% widowed.
- 80% were economically active including 42% of household members who are employed full time, 9% employed part time with 12% in full time education and 17% unemployed and available for work. The remaining categories were economically inactive including permanent sick and disabled, retired, looking after the home, full time carer which collectively came to 20%.
- Bangladeshi is spoken as a main household language in 53% of households, English as a main household language is spoken in 40% of responding households. Somali and French is spoken in 2.8% of households respectively and 1.4% of households speak Portuguese. Moreover of those who had English as a second language all households stated that they have strong written and spoken English.
- Respondent to the survey stated that 25% of households lived in 2 bedrooms, 58.3% in 3 bedrooms and 12.5% in 4 bedrooms and 4.2% in 5 bedrooms. Nb there are no 5 bedroom units in Harriott, Apsley and Pattison and these responses came from private tenants of leasehold units, who clearly must have been using the living room as a bedroom.
- 44% stated their household has the right number of bedrooms, 56% stated they did not.
- 58% stated their household was overcrowded and 40% stated it was not.
- 4.2% stated that their home was under occupied and 93.1% stated that it was not.
- 12% of respondents felt there would be a negative impact on the health and wellbeing needs of their household.
- 8% felt there would be a negative impact on the childcare school provision of members of their household.
- 1% felt there would be a negative impact on the employment and skill needs of members of their households.
- 5% felt there would be negative impacts on the elderly care/support received by members of their households.
- 86% wanted to see improvements to health services, 85% improvements to community facilities, 46% to play areas, 36% to local shops, and 26% to local transport.
- 54% of household residents are on some form of income related benefit.
- 28.7% of households stated that their annual household income was less than £15,000 per annum, which suggests a high level of poverty.
- The preferred forms of communication about the regeneration proposals was telephone (75%), letter (42%) and email (29%).

5.57 The key concerns raised by residents regarding their perceptions of the impact of the regeneration proposals are highlighted below:

Perceived concerns

- Car parking – this issue was raised repeatedly and there was great concern about how this was to be addressed following the regeneration of the estate.
- The loss of green space across the estate was also raised by several participants.
- Lack of warmth in the current properties.
- Concerns around the possibility of less school places.
- Some general concerns about the uncertainty of regeneration and what it may bring for residents.

Perceived positives

- Many welcomed the regeneration of the estate feeling that it would improve the look of what some considered to be a rundown estate and welcomed the possibility of a better environment.
- Some residents experienced overcrowding and felt that this may be addressed in the new development.
- Some leaseholders stated they could not currently sell their flat but, in the future, this would be easier, or they could sell to the council and move.
- A fresh environment and better housing conditions.
- Likelihood of larger properties.
- Reduction in Anti-Social behaviour.

6 Equality Impact Assessment

- 6.1 This section incorporates both data and analysis to assess the regeneration proposals and their associated decisions. It strives to consider the impact that the regeneration scheme will have on residents who fall under the protected characteristics of the Equality Act 2010 and the additional priorities that Tower Hamlets seek to assess including, language, health and socio-economic factors.

Aims of the proposal.

- 6.2 The general aim of this regeneration scheme is to demolish 100 units that make up Harriott, Apsley and Pattison Houses and to rebuild 412 homes, of which 79 will be replacement homes for existing tenants and resident leaseholders. The additional homes created will provide at least 35% genuinely affordable housing and contribute to an overall target for 50% of all new homes to be affordable. The council will prioritise and maximise the development of genuinely affordable homes where feasible. The remainder will be developed for market rent or sale and will help to fund the construction of the affordable homes.
- 6.3 The tenure profile of the existing homes on the site is made up of 36 secure council tenancies, 34 residents leaseholders and 30 non-resident leaseholders - the majority of whom are renting their units to private tenants.
- 6.4 Within the site there are also three additional non-residential facilities, the Redcoat Community Centre and Mosque at 256 Stepney Way and two day care units for people with physical disabilities, the Day Opportunities Service (operated by LBTH) at 260-262 Stephney Way and the Vibrance Day Care unit at 262 Stephney Way (Operated privately). The scheme will also accommodate a new mosque and community centre. However, the two residential centres have now been relocated to sites in other parts of the borough replicating the facilities currently available on the Harriott, Apsley & Pattison House site.
- 6.5 Through its options appraisal, the borough identified three options of refurbishment of the existing buildings, the regeneration of existing buildings and the development of infill sites as well as the full demolition and redevelopment of the site as a whole. The ballot undertaken in 2020 showed a substantial majority that support for the demolition and redevelopment options.
- 6.6 Since the Planning application that was submitted in February 2021 there has been an amendment to the plans. Following feedback from the Mayor there is now a preference to develop a standalone mosque in the South East corner of the site. This is currently being considered as a 3 storey building to be built as part of phase 1 of the scheme. The council are exploring the option to increase this to a 4 storey building with an option for the ground floor to include a mezzanine floor. Indeed the council are also considering the potential to extend the mosque to provide additional space, after the demolition of Pattison House. To compensate for this new standalone mosque the

council are considering plans to increase the height of the block on the North East corner to provide 10 homes lost by the creation of the mosque.

Context of this EQIA

- 6.7 The regeneration of the Harriott, Apsley & Pattison Houses has been designed to address the needs of a wide range of people with protected characteristics. Regeneration by its very nature can be a disturbing period particularly for residents directly affected by it. Across regeneration schemes there are always likely to be a range of outcomes, some of which will be negative. However, the regeneration aspiration aims to maximise the positives for many more people and for a longer period.
- 6.8 What is critical in this EQIA is the need to ensure that any detriment experienced by residents is not a result of their protected characteristic. Indeed, there will be consequences of the unsettling and disturbing nature of the regeneration, which will include elements that have a direct impact on people within the site and in some cases, these direct/indirect impacts will be felt with more force by some people rather than others.
- 6.9 A pertinent differentiation is the ownership of each unit. The offer for tenants is different to the offer for resident leaseholders and non-resident leaseholders and private tenants of non-resident leaseholders. These offers will generate different impacts on households in each of these tenure types. However, these impacts are a direct result of the regeneration process and are therefore universally applied to tenants, leaseholders and non-resident leaseholders and private tenants of non-resident leaseholders. Nonetheless, some of these impacts may be disproportionately felt by some tenants and leaseholders by dint of their respective protected characteristic. This EQIA will seek to identify options that the council can consider to minimise/mitigate these regeneration impacts.
- 6.10 To this end, this EQIA has reviewed the regeneration proposals under consideration and seek to assess plans in terms of their:
- Likely and actual benefits for the regeneration proposals
 - Recognition of the negative impacts of the regeneration process
 - An appraisal of impacts on people with protected characteristics
 - Assessment of the direct and indirect impacts of the regeneration programme and their proportional or disproportional distribution between different protected characteristics
 - Assessment of the specific impacts placed on tenants and leaseholders and those within and outside the CPO area and where different protected characteristics of either have a proportional or disproportional negative impact.

Mapping Impacts

- 6.11 A central process within this EQIA is to establish the planned activity set out in the Cabinet Report and to assess the impacts for residents in general. It also aims to

highlight how these impacts may manifest themselves and how those with some protected characteristics may experience these impacts more than others.

Impacts to residents adjacent and in the vicinity of the scheme.

- 6.12 It is important in all regeneration schemes to review the impacts likely to be felt by those local communities and businesses who are either adjacent to the site and or who are in the vicinity of the scheme. Most of these impacts are likely to relate to either the loss of open space, the construction and traffic movements to and from the site and the general disruption caused by the regeneration scheme.
- 6.13 From a business perspective there are 2 businesses within in a 300m radius of the site. This includes a food retailer (chicken shop) and a general convenience store. Previous consultation with these businesses has suggested that they are supportive of the scheme as it is likely to provide some business growth during the construction period and beyond when the additional new units are developed.
- 6.14 From a residential population perspective, this EQIA has some baseline population data for the Stepney Green Ward. To this end the key population characteristics for the ward are:
- Stepney Green has a proportionally larger younger person's population when compared to the borough and London. In contrast there are proportionately more older people (65+) in Stepney Green than in Tower Hamlets but less than London and England.
 - Stepney Green has a high proportion of black, Asian, mixed and other minority ethnic populations larger than the borough and London.
 - At just under 50% Stepney Green has the third highest proportion of Muslims compared to other wards in Tower Hamlets.
 - The proportion of residents in Stepney Green with disabilities and long term life limiting illness are greater than Tower Hamlets and London
 - Median household income in Stepney Green is below the levels for Tower Hamlets and London.
- 6.15 From this headline data, it is likely that there will be a higher proportion of older and disabled residents as well as Black residents. Asian, mixed and other ethnic minority populations that would feel impact from the construction and development phase of the scheme. This is likely to mean that the scheme's development partner will need to address and consider these populations particularly as a result of the environmental and construction impacts of the scheme and to address the needs of residents and businesses in the vicinity as effectively as possible.

Regeneration activity, programme rationale, regeneration impacts and equality impacts.

6.16 All of the impacts arising from different elements of the scheme will depend on how the proposals are implemented. The table below sets out the key components of the regeneration programme as described in the Cabinet Report. It seeks to describe generic impacts of the regeneration programme and to draw from that equality impacts. The essence of this table will be drawn into the EQIA assessment that follows.

Activity planned	Programme Rationale	Regeneration impacts	Likely Equality impacts (Positive and Negative)
Reducing the borough housing waiting lists	Council-wide commitment to increase social housing by 2,000 units by 2022.	<ul style="list-style-type: none"> ▪ Increasing opportunities for those on the housing register to access social housing in the borough. ▪ Benefits of enabling more people to access social housing, the waiting list is highly diverse with higher levels of Black, Asian, mixed and other minority peoples on the housing waiting list. ▪ A number of residents are keen to see new properties, which are built to lifetime home standards, more energy efficient and with potentially less problems 	<ul style="list-style-type: none"> ▪ The housing needs of a wider range of protected characteristics currently represented on the common housing register will be positively enhanced through the development of these new units. ▪ More homes designed to lifetime homes standards and with disability access. ▪ Improving the housing stock will provide homes to higher standards and hence improve the quality of accommodation for residents currently on the estate, particularly those with sensory and mobility impairments, and long term health conditions.
Demarcation of CPO area	Central to assemble the development site to commence construction	<ul style="list-style-type: none"> ▪ Highlight which units are included within the development red line area. ▪ Confirm those units that are due for demolition. ▪ Raises potential concerns for residents, particularly those with a leasehold interest in their property. ▪ Demolition places a strain on residents within the development red line area, with the realisation of the 'clock ticking' before they need to leave their old homes. 	<ul style="list-style-type: none"> ▪ There may be negative impacts on older leaseholders who are less able to afford their new home. ▪ General sense of stress, anxiety and disturbance for residents within the development red line area.

Activity planned	Programme Rationale	Regeneration impacts	Likely Equality impacts (Positive and Negative)
Design	New energy efficient homes built to Lifetime homes standards	<ul style="list-style-type: none"> ▪ Transferring tenants/leaseholders will have access to the specification and designs of their new homes. ▪ Improved housing - better insulated, more energy efficient and removing current housing maintenance shortfalls. ▪ Design incorporates secure by design (SBD) principles which should improve safety and reduce anti-social behaviour and the landscape design ensures the open spaces are of a superior quality and more useable. 	<ul style="list-style-type: none"> ▪ The needs of older people and people with disabilities will be enhanced by the development of properties built to lifetime homes standards. ▪ Families with dependent children and or adults with specific needs will have units that are in much better condition than currently. ▪ The new units are likely to be better insulated and cheaper to heat, hence reducing the risk of fuel poverty.
Planning	Planning applications to release the development process	<ul style="list-style-type: none"> ▪ The planning of the scheme sets out the project masterplan, unit design and compliance with local and national planning regulations. ▪ As of yet a planning application has not been made as the scheme is currently transitioning through RIBA Stage 2 and 3. 	<ul style="list-style-type: none"> ▪ The planning process itself should be equalities neutral.
Development programme	The construction programme itself.	<ul style="list-style-type: none"> ▪ Impact on residents within the site as well as those outside it. ▪ Impact of development for properties outside the CPO but immediately adjacent to the regeneration itself include: <ul style="list-style-type: none"> • Disruption, noise, dust and construction disturbance. • Potential parking issues on site during the period of the regeneration. 	<ul style="list-style-type: none"> ▪ Potential negative health impacts of the construction process including noise, dust, construction debris and environmental impacts negatively impacting on health and disability. ▪ Households with children and older people may find the regeneration process and construction harder to live with.

Activity planned	Programme Rationale	Regeneration impacts	Likely Equality impacts (Positive and Negative)
Decant	Decanting of those on the site to new units built on open land within the site.	<ul style="list-style-type: none"> ▪ At this stage in the development the decant proposals have yet to be established. It is perceived that there will be an element of decant to enable the development, but this will be defined following the current consultation programme and will be set out at the point of the planning application due in Winter 2021. 	<ul style="list-style-type: none"> ▪ The decant process will need to address the equality needs of residents. Those are most likely to be affected negatively are those who are older, younger, disabled and/or have health conditions. ▪ Wellbeing is a critical factor, as is the support network previously available pre-regeneration. ▪ Some residents may lose immediate neighbours in the transfer to new accommodation which may have negative impacts on residents reliant on a local/neighbour care network. The council have stated that they will look to rehouse neighbours together especially if there is a caring responsibility expressed.
Allocations of new housing	The site specific allocations policy has yet to be developed/ drafted for this regeneration scheme	<ul style="list-style-type: none"> ▪ While effort will be made to ensure there is as close to a like for like replacement of their homes, there are clearly going to be some residents who will not get what they had before. 	<ul style="list-style-type: none"> ▪ Effort is needed to ensure that the regeneration implications do not affect certain protected characteristics disproportionately, but also, and critically, it is important that the key needs of these protected characteristics are considered in the reallocation process, and there may be a need for specialist OT and support staff.
Transfer to new housing	Based on the allocation policy, the transfer will, for tenants and resident leaseholders wishing to remain on the estate, be to a new home.	<ul style="list-style-type: none"> ▪ The designs of the new homes are yet to be finalised. ▪ Nonetheless, the improved quality of homes will ensure greater energy efficiency, better design and will be built to lifetime homes standards. ▪ The details for future rents has yet to be defined. 	<ul style="list-style-type: none"> ▪ Transfers to new homes and the allocations/negotiation process, needs to be set against the resident's equality needs. ▪ Staff undertaking this work need to recognise these equality implications. ▪ Affordability of the new homes will impact more on those with less disposable income.

Activity planned	Programme Rationale	Regeneration impacts	Likely Equality impacts (Positive and Negative)
Phasing	The phasing of the development has been proposed in outline	<ul style="list-style-type: none"> ▪ The development process has identified 2 phases of regeneration activity. This has allowed residents of future phases to move only once into new homes where requested. ▪ Creating opportunity to move (in a single move) residents to new properties to free up their previous unit/block to commence second and third phases of the development process. ▪ Minimising the number of moves is part of the aims of the regeneration programme. 	<ul style="list-style-type: none"> ▪ Clarity and communication of the phasing process is critical, and residents have stated their concerns, frustration and the associated stress and anxiety this causes.
Landlord Offer: Rights for Secure Tenants – the principles	All tenants will have the right to a tenancy of a newly built social rented home in the new development. They will continue to be a tenant of Tower Hamlets Council with their existing tenancy rights such as the right to buy and succession rights retained.	<ul style="list-style-type: none"> ▪ Secure tenants will be charged 'social' rents. ▪ Council tenants are entitled to home loss payments and disturbance allowances. ▪ Tenants will be entitled to a home loss payment which is currently set by law at £6,400. ▪ The council will also pay a disturbance allowance to ensure that tenants are not financially disadvantaged by the regeneration. ▪ Tenants can apply for the size of home that meets the housing needs of their household. ▪ An additional bedroom may be requested on a discretionary basis for carers both within and outside the family. ▪ Some tenants may experience a move out of the estate before returning to a new home on it. 	<ul style="list-style-type: none"> ▪ The principles behind this offer seem to be equality neutral. The council should ensure that they are not applied differently for people with different equality characteristics. ▪ Many of the potential impacts are likely to become visible once residents are in detailed discussions with Tower Hamlets teams about their own personal circumstances including financial, physical and social, as they explore the options available to them. Staff completing this work will need to be mindful of the location diversity and to address the needs of each household appropriately.

Activity planned	Programme Rationale	Regeneration impacts	Likely Equality impacts (Positive and Negative)
Landlord Offer: Rights to homeowners – the principles	The document explains the Council's approach to buying back their property when demolition or redevelopment is proposed and the options, they will have to buy a replacement home.	<ul style="list-style-type: none"> ▪ Provides for the option of: <ul style="list-style-type: none"> • Purchasing a replacement home • Purchasing a new shared equity property at no extra cost • Part-shared equity and part-rent • Lease swap to a Council property elsewhere in Tower Hamlets. • Sell to the Council and buy a property elsewhere. ▪ Council offer options to discuss and hear leaseholder concerns. ▪ Following Cabinet approval, the Council will arrange an initial valuation of their property. ▪ The council would pay (within in certain limits) for: <ul style="list-style-type: none"> • Home loss payments • Claiming fees for professional adviser • Valuation fees • Negotiation fees • Legal fees for the sale of their home • Legal fees for buying a replacement home. • Removal fees • Surveyor's fees on new home purchases (off site) • Stamp Duty Land tax ▪ Succession rights are defined for the leaseholders' spouse or immediately family member living at the property to inherit it under the same financial/rental arrangements. 	<ul style="list-style-type: none"> ▪ The principles behind this offer seem to be equality neutral. ▪ The key equality implications relate to older people, particularly those who are no longer earning, this may place a burden of financial hardships on those needing to raise further mortgage. ▪ Furthermore, some leaseholders, especially if they speak English as a second language, may experience difficulty in understanding the implications of the negotiation process. N.B. evidence from the survey has suggested that from the sample all those who do not speak English as a first language believe they have a good grasp of written and spoken English.

Activity planned	Programme Rationale	Regeneration impacts	Likely Equality impacts (Positive and Negative)
Rights for Non-Resident Homeowners – the principles.	Non-resident homeowners, (not living in the property for the last 12 months), will be offered the full market value by the council to purchase their property. They will also be paid a 7.5% basic loss compensation payment as well as reimbursements.	<ul style="list-style-type: none"> ▪ Reimbursements include reasonable fees and taxes incurred for both the sale of the property and for the purchase of a replacement property for a limited period, including independent valuation and legal support. ▪ Owners should engage with the council for an initial valuation, to discuss concerns and to negotiate a settlement. ▪ The Council valuer will arrange an appointment to make an initial valuation of the property. ▪ The council will pay (within certain limits) for: <ul style="list-style-type: none"> • Basic loss payments • Repaying arrears • Fees for independent surveyor • Negotiation fees • Valuation fees • Legal fees for the sale of their home • Legal fees for buying another property. • Removal fees • Stamp Duty Land tax (for the onward purchase of one property) ▪ The Council does not have an automatic responsibility to rehouse people who may be occupying a property. If these 'private' tenants or other occupiers require housing advice, they can contact the Council to obtain this, but that does not imply they will have any entitlement to relocation support. 	<ul style="list-style-type: none"> ▪ The principles behind this offer seem to be equality neutral. ▪ Whilst not an equalities impact, there are private tenants living in units owned by non-residential leaseholders. They have the right to be rehoused if they are on the housing register in bands 1 and 2. The remaining private tenants will be able to access housing advice and to review their housing options.

HARRIOT, APSLEY & PATTISON HOUSE

Equality Impact analysis in summary

- 6.17 Equality impact analysis of each protected characteristics and local equality characteristics assessing Impact in terms of, **positive**, **negative**, **positive** and **negative**, **none/neutral**, or unknown.

Race: EQIA Finding: None/neutral

Context:

- 6.18 Tower Hamlets has the highest Bangladeshi population in London (34.6% at the time of the 2021 census). The number of those from white British backgrounds is 22.9%. The Black, Asian, mixed and other minority¹⁴ ethnic population for Stepney Green Ward at the time of the 2021 census was 73%, compared to 60.7% for Tower Hamlets, 46.2% for London and 19.9% for England. 81.1% of those on the borough's housing register with ethnicity recorded are from Black, Asian, mixed and other minority ethnic communities and applicants from the Bangladeshi community represent 52.1% of those on the register. Black, Asian, mixed and other minority ethnic households have higher levels of housing need compared to white British households.

Race profile of the estate

- 6.18.1 The white British population in Harriott, Apsley & Pattison House is 7%, leaving a 93% ethnic minority population and a black, Asian, mixed and other minority population of 90.6% non-white populations. Bangladeshi residents make up 72% of the site population, and 80% of council tenants, 78.9% of resident leaseholders and 52% of nonresident leaseholders/private tenants. The population on the site therefore has a higher BAME and Bangladeshi population than the local ward and borough population profiles.

Assessment

- 6.18.2 The positive impacts for this group relate to the same impacts that secure a successful regeneration of the estate. Homes will be available to all communities in the same way. The diversity of the local community is significant. A critical factor is the need to enable those wanting to stay on the estate to do so and to work to ensure that the relocation of residents is consistent and fair and not influenced by someone's ethnicity.
- 6.18.3 The EQIA survey undertaken in 2021 indicated that residents did not raise the issue of race as a concern.

¹⁴ NB this does not include White British, White Irish, Gypsy and Traveller and White Other.

- 6.18.4 Moreover, from the evidence gathered, there are no stated negative impacts from a race perspective and regeneration plans were seen as broadly positive from a race equality perspective.
- 6.18.5 It is critical to ensure that council tenants, resident leaseholders, and non-resident leaseholders and their private tenants have positive experiences from this regeneration proposal irrespective of their race. There are clearly a majority of BAME people living on Harriott, Apsley & Pattison. Nonetheless there may be some groups that will have a higher likelihood of negative impacts particularly those who are older, with lower socio-economic status and those with health conditions and disabilities. It's likely that many of these people will also be from BAME communities. There is therefore a risk of indirect negative impacts on BAME populations.
- 6.18.6 A central characteristic of Harriott, Apsley & Pattison is its diversity, and it is important to ensure that the BAME residents and indeed all residents are effectively engaged through the regeneration process.
- 6.18.7 It is likely that the proportional benefits of the regeneration programme will be felt by these ethnic minority and black, Asian, mixed and other minority populations, given the high proportions on the estate. It is equally critical that where negative impacts are identified for other protected characteristics or identified priorities, these are addressed, thereby mitigating any indirect negative impacts felt by BAME populations.
- 6.18.8 From the evidence gathered there are no direct negative impacts from a race perspective, and the regeneration plans are therefore broadly neutral from a race equality perspective.

Gender: EQIA Finding: None/neutral

Context

- 6.19 Tower Hamlets' gender split is 50.2% male and 49.8% female. In Stepney Green the gender profile is 50.6 % male and 49.4 % female. However, on the housing register there are more female (52.4%) than male (47.5%) applicants. Indeed regarding housing need, women applying for housing are more likely to have dependent children and therefore require family-sized homes while men applying for housing more likely to

require studios or 1-bedroom homes. The gender split therefore has a bearing on the need of different property sizes.

Gender profile of the estate

- 6.19.1 Based on the primary research carried out, the gender profile of Harriot, Apsley and Pattison shows a 50.9% male population and a 49.1% female population.
- 6.19.2 8.3% respondents to the survey indicated they were single parent families. The majority of these households were headed up by women.

Assessment

- 6.19.3 There was a clear sense that the improvement to housing stock and the provision of new homes would be a strong positive of the regeneration process. This should benefit both men and women and as such gender should not be a factor in the allocation of these social housing units going forward as the allocation policy should take over and hopefully secure equitable distribution of tenancies.
- 6.19.4 From the evidence gathered, there are no stated negative impacts from a gender perspective, thus plans are broadly neutral from a gender perspective.

Gender re-assignment: EQIA Finding: None/neutral.

Context:

- 6.20 Based on the 2021 census, nationally, the proportion of the population aged 16 years and over whose gender identity was different from their sex at birth was 0.45%, in London this was 0.78% and in Tower Hamlets this was 0.85%. This is the closest assessment of gender re-assignment available through the 2021 census.
- 6.21 Borough wide housing data is not available for people who have undergone or who are undergoing a gender reassignment process. Applicants are given priority according to the scheme criteria, not gender. Services are customer-focused and there is discretion within the proposed scheme to respond to individual circumstances if necessary.

Gender re-assignment profile of the estate

- 6.21.1 Based on the primary research carried out there are no individuals who have undergone or are undergoing a gender transition process.

Assessment

- 6.21.2 From the evidence gathered there are no stated or perceived negative impacts from a gender re-assignment perspective and plans are broadly neutral from a gender re-assignment perspective.

Disability: EQIA Finding: Positive & Negative

Context

- 6.22 15% of Tower Hamlets' working age population have been identified as having some form of disability. The regeneration scheme is committed to supporting residents with a disability through medical and OT assessments to inform adaptations needed for units prior to residents with needs moving in.
- 6.23 Tower Hamlets' Common Housing Register Partnership Allocations Scheme (November 2020) has two Bands (1&2) which are the housing needs bands where applicants have reasonable preference to be housed. There are two groups within Band 1 (Group A and Group B) both of which would ensure that secure council tenants who have a medical or disability need for a ground floor or a wheelchair accessible property (Group A) or who are priority decants (these are decants with less than a year to clearance date – or a decant household which requires 4 bed or larger – or a decant requiring a wheelchair accessible property - category A or B), will be housed. Group B of Band 1 will cover priority medical and all other decants (with more than a year until clearance).
- 6.24 On Census Day 2021, 877 residents (7.2%) in Stepney Green had a long term health problem or disability limiting their day to day activities a lot, while around 8.2% (991 residents) had a long term health problem or disability limiting the persons day to day activities a little. Collectively there were 15.4% whose day to day activities were limited either a little or a lot. 84.6% of the population of Stepney Green did not have a disability under the Equality Act 2010.
- 6.25 In Stepney Green, the rate of people with a long term health problem or disability limiting day to day activities a lot and the rate of people with a long term health problem or disability limiting day to day activities a little were both above London and Tower Hamlets averages.
- 6.26 Those who stated their health was good came to 81.4% (9,871) and those who stated their health was not good came to 18.6% (2,258).

Disability profile of the estate

- 6.26.1 Based on the primary research carried out, the disability profile of the estate shows:
- 7.2% had a health problem/disability which limited their life a lot and 8.1% had a health problem/disability that limited their life a little. This suggests that some 15.3% have a health problem/disability of some form.
- 6.26.2 Several respondents to the open-ended health and age questions referenced members of their households with levels of disability.

6.26.3 A more detailed response of the types of perceived additional needs of residents is set out below:

- 44% had a long-standing illness or health condition (such as cancer, HIV, diabetes, chronic heart disease, or epilepsy)
- 42% had a physical impairment (such as using a wheelchair to get around and/or difficulty using their arms)
- 6.1% had a mental health condition (such as depression or schizophrenia)
- 4.5% had a learning disability (such as Downs syndrome or dyslexia) or cognitive impairment (such as autism or head-injury)
- 3% had a sensory impairment (such as being blind / having a visual impairment or being deaf / having a hearing impairment).

6.26.4 Responses suggest that there are some equality impacts which will impact either negatively or positively for residents with disabilities. These include:

Potential negative impacts:

- The disturbance of moving may have a disproportionate impact on disabled residents. (66 residents from the survey sample).
- The quality of life of some residents will be affected by the regeneration programme itself, particularly if their disability is accompanied by a respiratory condition (29 residents have a long-standing illness).
- Residents with a sensory impairment may be particularly by loud noise or construction machinery.
- The new physical layout of the estates will be challenging to those with visual impairment (2 households with sensory impairment).
- It would be important to move people with a disability only once in the process and preferably into homes with readily set up adaptations (28 residents have a physical impairment).
- People with learning difficulties, subject to the intensity of their condition, will also be affected by the construction process and may need separate forms of communication and engagement to enable their understanding of the reality of their situation (3 residents from the survey).

Potential Positive Impacts

- All new homes will be built to lifetime homes standards.
- At least 10% of properties are being built for disabled people and will have relevant adaptations and equipment built in. All existing tenants and leaseholders can complete a health assessment form, and this will

be reviewed by the occupational health team and appropriate modifications will be made to the new units.

- Access and egress from the new homes will be supported with lifts and dedicated disabled parking supported by secure design principles.
- Greater choice to disabled people who cannot achieve independent living due to lack of suitable housing in the borough's housing stock.
- Application of Considerate Contractor requirements to minimise negative impacts during the construction period.

Age: EQIA Finding: Positive & Negative

Context

- 6.27 The child population (0-15) represents 21.2% of the total population in Stepney Green, this is more than Tower Hamlets 18.5%, London 18.3% and England 17.7%
- 6.28 Working age population 16-64 in Stepney Green is 70.3% this is less than Tower Hamlets 75.9%, but higher than London 69.7% and England 63.6%
- 6.29 Older people (65+) in Stepney Green are 8.5% more than the level in Tower Hamlets 5.6%, but less than London 12.0% and England 18.8%

Age profile of the estate

- 6.30 The under 18 profiles of the respondents to the survey within the site is 27%. This shows that 3 in 10 occupants of the site are currently under 18. The working age population (18-64) of those on the site is 66.9% and the over 65 population is 6.1%.

Assessment

- 6.30.1 The assessment suggests that there are some equality impacts (both negative and positive) for different age groups particularly children, young people and older people.

Potential negative impacts:

- Older people with disabilities are likely to have varying negative impacts potentially because of this regeneration programme.
- In general, older people have been living on the estate for a longer period than other residents and will be more settled and are likely to require more support when moving.
- For people of all ages, the regeneration programme is likely to cause disturbance, which is particularly likely to apply to older people if they are living on their own, are frail and vulnerable.
- For children and young people, the loss of the estate's amenities and play space can be critical during the construction period.
- There may also be disruption to school life particularly for young people trying to study at home during the construction period itself.
- There may be an impact on childcare arrangements, particularly if there are informal arrangements with other residents who may be

moving off the estate. Access to childcare, nurseries, creches and schools will need to be addressed to minimise any disruption.

Specific issues for older Leaseholders

- The profile of age by tenure type shows that there is a slightly higher proportion of resident leaseholders who are over 65.
- Older leaseholders may find it difficult to raise any additional mortgage on their new properties. The shared ownership/equity option seeks to address this, but this still may cause older leaseholders to feel their aspirations of owning 100% their own home is being undermined although they will own an asset of the same value as that previously owned.
- All these aspects are likely to cause residential leaseholders, particularly older leaseholders' greater levels of anxiety, stress, depression leading to ill health.

Potential Positive Impacts

- All new homes will be built to lifetime homes standards.
- 10% of properties are being built for disabled people and will have relevant adaptations and equipment built by design, many of these disabled people are also older people and this would benefit this community too. All existing tenants and leaseholders are able to complete a health assessment form, and this will be reviewed by the occupational health team and appropriate modifications will be made to the new unit/s.
- Key guarantees provide options for both tenants and residential leaseholders to relocate into new homes on the estate.

Sexual Orientation: EQIA Finding: None/neutral.

Context:

- 6.31 The data for the sexual orientation of residents in the borough, based on the 2021 Census, was released in January 2023 and shows that nationally 89.37% are heterosexual, in London this percentage was 86.19%, and in Tower Hamlets this was 83.07%. From the perspective of those who stated they were gay or lesbian the national figure was 1.54%, London was 2.23%, and Tower Hamlets was 3.96%. For those that stated they were bisexual person the national figure was 1.29%, London was 2.23%, and Tower Hamlets was 2.52%. The remaining either stated they were pan sexual, asexual, queer or stated they were of another sexual orientation (0.69% in the case of Tower Hamlets) or that they 'did not answer' this question (9.76% in the case of Tower Hamlets).
- 6.32 There is only a limited amount of information on sexual orientation available, regionally and nationally. Guidance from the Equality and Human Rights Commission states to

collect it where relevant and sexual orientation is not relevant to the majority of housing services, with the exception of tackling harassment.

Sexual orientation profile of the estate

- 6.33 The sexual orientation profile of residents responding to the survey shows that 100% of respondents stated that they were straight/heterosexual.

Assessment

- 6.33.1 In reviewing the current proposals for the regeneration of Harriott, Apsley and Pattisson there are no discernible negative impacts identified for LGBT groups. The design of the new homes and spaces will create a place that is secure by design and can be policed more easily. The public realm will offer a greater level of security to all which may be relevant to LGBT residents who are more likely to be subject to hate crime and harassment.
- 6.33.2 Through the course of the engagement interviews with 72 householders on the site (72% of those on the site) there were no raised concerns regarding sexual orientation and the regeneration process.

Religion and belief: EQIA Finding: None/neutral.

Context:

- 6.34 The proportion of residents who identified themselves as Christian was 17.9% – lower than the borough average of 24%. At 56.7% of the population, the proportion of Muslim residents was a higher proportion than the 43% of Muslims in the borough. 16.5% of residents in the Stepney Green ward stated that they had no religion, this is lower than the borough proportion of those stating no religion of 29%.

Religion and belief profile of the estate:

- 6.34.1 The Muslim faith makes up the largest group of respondents at 80.8% of the whole sample, 90.8% of council tenants, 84.5% of resident leaseholders and 61.5% of non-resident leaseholders/private tenants.
- 6.34.2 The scheme also includes the demolition and rebuild of the Redcoat community center and Mosque.

Assessment

- 6.34.3 There were no discernible negative impacts raised by residents in the engagement process. Moreover, there are no aspects which would prevent residents from practicing their religion/faith.
- 6.34.4 To this end, the Council will consider people's ability to practice their faith through the different stages of the project. The rehousing team will ask

people about their use of places of worship to see the extent to which disruption to their lives can be minimised.

- 6.34.5 The extension of the Mosque's lease is a key recommendation to Cabinet. This would enable the Mosque and its worshippers the benefit of a new purpose built 'standalone' building rather than the temporary units it currently operates from within. The proposal to develop a new standalone 3 to 4 story Mosque is a positive impact for worshipers of the Redcoats Community Centre and Mosque. These additional amendments to the planning application will be reviewed once the proposals have been finalised.

Pregnancy and maternity: EQIA Finding: Positive and negative.

Context:

- 6.35 In 2019 there were 4,331 live births in Tower Hamlets. There were 164 live births in Stepney Green representing 3.7% of the live births in the borough.

Pregnancy and maternity profile of the estate:

- 6.36 The number of those who are either pregnant or who have given birth in the last 12 months was 3. This represents some 0.87% of the population from the survey sample. While this does seem quite low, it is consistent with the lower pregnancy rates since the Covid-19 pandemic.

Assessment

- 6.36.1 From previous analysis and engagement of partners with newborn children on regeneration estate schemes it is likely that there will be both negative and positive impacts. These include:

Negative impacts

- There is likely to be disruption during the construction period and the council may wish to provide access routes through the estate during this time. This may negatively impact on pregnant mothers or families with new-born children.
- Efforts to address this disruption will be universal to the entire population of the estate but are more likely to impact on people with buggies and or wheelchairs.
- Those who have to move as a result of the regeneration programme may lose the on-hand support of carers neighbours/family and friends in the area as a result of the move. Where possible, the council will seek to move neighbours with each other where this is requested.

Positive Impacts

- New housing will have greater accessibility and will support parents of new-born babies or mothers in periods of pregnancy and maternity.
- The design and layout of the new homes will consider access, lift and stairs so that larger family homes are either accessible by lift or not above four storeys high without a lift. The design of the public realm will consider accessibility for people moving around the estate, pushing buggies etc.
- Any affected council tenants who are pregnant at the time of re-housing may be entitled to a larger property as per the allocations policy.
- The design will meet modern space standards with provision for buggy storage at ground floor level in blocks with no lift.

Marriage & Civil Partnership: EQIA Finding: **None/neutral.**

Context:

6.37 According to the Census 2021, Tower Hamlets has a significantly higher proportion of residents who are single (53.8%) compared to London and England & Wales, compared to 46.2% in London and 37.9% in England & Wales.

6.38 In Stephey Green in 2021, 41.6% have never been married, 27.1% are married to someone of a different sex, 0.3% are married to someone of the same sex, 0.2% are in civil partnerships, 1.8% are separated, 4.3% divorced, 3.5% widowed and for 21.1% this question did not apply because of their young age.

6.39 The council recognises same-sex relationships and civil partnerships with respect to household composition. There are no known negative impacts on these groups. Nonetheless there are other married or legal partnership statuses that will have some implications particularly where property ownership and tenure matters are concerned.

Marriage and civil partnership profile of the estate:

6.40 The high proportion of those that have never married and never registered a same sex civil partnership (52.7%) will mostly be young adults. Within the responding households 41.4% of people over 16 were married, 1.4% were separated, 1.4% divorced and 3.2% widowed.

Assessment

6.40.1 It is worth noting that in law, marital status does have an impact, particularly, with regard to property tenure, ownership rights and access to finance/lending/pensions. This could apply in a number of ways:

- Tenancy rights for parties who are resident but who are not named as either the head of household and or not named on the tenancy agreement but who are either separated or divorced from that person.
- Unmarried couples and those who are not named on property deeds.
- Financial problems with couples who have separated, (reduction in joint earnings etc).
- Financial difficulties in raising loans and or mortgages.
- Splitting statutory loss payments.

6.40.2 Indeed, the stress and anxiety of regeneration schemes can be accentuated for people where their marital status has changed and/or if a partner has left or died. For example, some bereaved residents may experience higher levels of vulnerability in a regeneration environment particularly if they were not married to their partner who has died.

6.40.3 Support and advice may be required for tenants and leaseholders who have undergone either a divorce or bereavement to enable them to understand the implication of the regeneration process on their housing ownership, tenure rights and accessibility to obtaining a mortgage.

6.40.4 The scheme itself does not present a direct negative impact on the grounds of marriage or civil partnership and is thus seen as equality neutral. Nonetheless it may generate some indirect negative impacts for people where their marriage or civil partnership status affects their tenancy agreement and or ownership of property. In these cases, support and advice may be required to secure the necessary agreement on which to progress the transfers, transaction and to mitigate any negative impacts of the scheme. These complexities are relevant in many regeneration schemes and will need to be addressed as they arise.

Socio Economic Inequality: EQIA Finding: **Positive** and **negative**.

Context:

- 6.41 While the borough has a good average income, a significant percentage of the population have incomes of less than £15,000 per year, which has impacted on the housing market. The borough needs to deliver a significant number of affordable homes each year to meet housing need.
- 6.42 The employment rate for residents in Stepney Green was 47.7% compared to 57.6% for Tower Hamlets, 62.4% for London and 62.1% for England. The unemployment rate for residents in Stepney Green was 7.1% compared to 6.7% for Tower Hamlets, 5.2% for London and 4.4% for England.

Socio-economic profile of the estate:

- 6.43 42% of household members are employed full time, 9% part time and 12% in full time education and 17% unemployed and available for work. This is data gathered in 2021 and reflects the estate population during the 3rd Covid-19 lockdown (January 2021). In summary 81.2% of the estate are economically active and 18.0% are economically inactive and 0.8% preferred not to say.
- 6.44 The numbers of household where there was currently a **furloughed employee** was 4 (5.6%) of responding households.
- 6.45 The proportion of those on the site where there are members of households who receive an income related benefit was asked as part of the survey. 54% of household residents who completed this question are in receipt of some type of income related benefit. The remainder either stated they were not or were unsure.
- 6.46 In the EQIA survey, 27.8% of households stated that their annual household income was less than £15,000 per annum, which suggests a high level of poverty. This suggests there is likely to be a sizeable number across the estate beneath the poverty line as defined by the DWP¹⁵.

Assessment

- 6.46.1 The regeneration programme will have impacts on residents, tenants and leaseholders alike, which might incur greater costs and hence become a burden for those residents unable to afford the associated costs, for example there may be a consequential rise in the value of the new properties in terms of rent levels. Many of the direct costs associated with the scheme are being addressed including legal costs, disturbance and moving costs. The points below highlight some of these potentially negative impacts.

¹⁵ DWP in 2017 put the level of household incomes beneath the poverty line at a weekly average of £288 per week. This equates to an annual income of £16,128. Annual incomes beneath £15,000 per annum would represent households beneath the UK poverty line.

Negative impacts

- Perception of increasing cost and affordability of living on the new development.
- Increased rental cost may have a negative impact on those on lower and fixed incomes including older people.
- Higher proportion of estate residents on income related benefits.
- Older people with less earning capability.
- Resident and non-resident leaseholders have no choice but to sell, however rehousing is available for resident leaseholders on the estate if they can afford the new home and/or the option of shared equity or shared ownership if they cannot. In short, they will be offered a property on a like for like basis. However, if they want a larger unit, they will need to demonstrate they have a housing need for any additional bedroom.
- For resident leaseholders wishing to remain on the estate, it is recognised that the value of similar sized new homes would be more than their current home and therefore it could be difficult for them to buy a new home on the estate outright. However, the provision of shared ownership/equity options does seek to mitigate this by giving them the ability to retain the same level of financial investment in a new home on the estate.
- It is recognised that there may be some leaseholders who may have re-mortgaged their homes, spent the money from equity release and may also be unemployed. In these circumstances, it may be difficult for leaseholders to either remain on the estate or buy elsewhere. The shared ownership option should cater for these circumstances.

Positive impacts

- The acute shortage of homes and rising population is adding extra pressure on the need to provide affordable and social rented homes in the borough, which this regeneration programme seeks to achieve.
- Regeneration of an estate and increasing supply of council housing stock will benefit the increasing number of Tower Hamlets' residents who cannot afford to buy or rent in the private sector.
- Improved energy efficiency of homes and use of sustainable technologies should lead to lower running costs.
- S106 obligations will provide employment and training opportunities.

Language: EQIA Finding: Positive and negative

Context:

6.47 73% of residents in Tower Hamlets reported that English is their main spoken language and an additional 20.7% of residents stated that, whilst it is not their main language,

they can speak English well or very well. 6.2% of residents don't speak English well or at all.

- 6.48 Proficiency in spoken English has improved slightly in the decade between 2011 and 2021. In 2011, 8% of residents could not speak English well or at all, compared to just 6.2% of residents in 2021. After English, Bengali is the most commonly spoken language in Tower Hamlets (11%) then Italian (2.2%) and Spanish (1.7%).
- 6.49 The impact of the regeneration proposals on people who do not speak English as a primary language is likely to be significant. Alternative formats of the proposals are available upon request (such as audible copies for blind people) as well as being made available in different languages. At every stage of the regeneration, the council has sought to use plain English and avoid jargon.
- 6.50 The estates regeneration website, where residents can review the proposals, is translated into different community languages and support is available to those unable to use the system.

Language profile of the estate:

- 6.50.1 The range of languages spoken as a main language in households on the estate is set out below. Bangladeshi is spoken in 52.8% of households and English is spoken in 40.3% of responding households. Somali and French is spoken in 2.8% of households respectively and 1.4% of households speak Portuguese.
- 6.50.2 Moreover, of those who had English as a second language all households stated that they have strong written and spoken English.

Assessment

- 6.50.3 Language on its own is not likely to have any significant equality impacts from the regeneration programme itself other than the ability for residents to communicate and understand the implications of the regeneration process as it applies to different households. Most households have someone who does speak English although English is in many cases a second language in a home.

Key negative impacts

- Capacity and capability to understand is not always about language, it may also be connected to issues of mental health, learning disability and age.

Positive Impacts

- Robust engagement with residents through the scheme design process via the Residents Panel, newsletters, events, visits to other schemes and presentations.

- Input from residents into the scheme proposals and design and eventual planning submission.

Health: EQIA Finding: Positive and negative

Context:

6.51 Health and housing are intricately linked. Poor quality housing and homelessness can affect a person's health and wellbeing. As noted above with respect to disability, the reduction in priority given to homelessness leads to a corresponding increase in priority to those who need to move due to illness or disability.

Health profile of the estate:

6.51.1 The following health needs apply to members of each household.

Which of the following health needs apply to member/s of your household? Self-Declared Health Needs	Whole Sample		Council Tenants		Resident Leaseholders		Non Resi/Private Tens	
	Count	%	Count	%	Count	%	Count	%
Problems with arms, hands	1	1.4%		0.0%	1	3.7%		0.0%
Problems with legs or feet	16	22.5%	7	20.0%	7	25.9%	2	22.2%
Problems with back or neck	2	2.8%		0.0%	1	3.7%	1	11.1%
Difficulty in seeing	1	1.4%		0.0%	1	3.7%		0.0%
Difficulty in hearing		0.0%		0.0%		0.0%		0.0%
Speech impediment		0.0%		0.0%		0.0%		0.0%
Skin conditions, allergies		0.0%		0.0%		0.0%		0.0%
Chest, breathing problems	4	5.6%	2	5.7%	2	7.4%		0.0%
Heart blood pressure, circulation	6	8.5%	3	8.6%	3	11.1%		0.0%
Problems with stomach, liver, kidney, digestion		0.0%		0.0%		0.0%		0.0%
Diabetes	8	11.3%	3	8.6%	4	14.8%	1	11.1%
Depression, bad nerves	4	5.6%	2	5.7%	2	7.4%		0.0%
Epilepsy		0.0%		0.0%		0.0%		0.0%
Learning difficulties	3	4.2%	2	5.7%	1	3.7%		0.0%
Mental illness, phobia, panics	3	4.2%	2	5.7%	1	3.7%		0.0%
Learning disabilities		0.0%		0.0%		0.0%		0.0%
Long term medical condition	19	26.8%	11	31.4%	4	14.8%	4	44.4%
Progressive illness	4	5.6%	3	8.6%		0.0%	1	11.1%
Total	71	100.0%	35	100.0%	27	100.0%	9	100.0%

Assessment

6.51.2 The regeneration programme is likely to have both positive and negative implications for people's health and wellbeing. This will affect households equally across the estate.

Negative impacts

- Negative health and well-being outcomes would be associated with disruptions to existing households on the estate and the inevitable stress this causes.
- Impacts in the short-term associated with the disruption of moving home and uncertainty about the future stress, anxiety and depression are issues that residents have stated will impact negatively on their health.

- The construction environment can exacerbate existing health conditions and may be, for some, the cause of new health conditions. Currently there are relatively high levels of Limiting Long Term Illness and Long-term conditions present on the estate (29 people).
- Resident's health can be negatively impacted by the development through respiratory and circulatory disease, asthma etc.
- Potential health impact when ground is broken and the construction activity starts, will necessitate the requirement to assess and diagnose those that have indicated their conditions are likely to be affected.
- The interview team uncovered residents with self-declared health needs describing particularly ailments/pain associated their legs, feet, neck and backs. This suggests that there is a need to address physical mobility/access as priorities in the regeneration design of walkways and pathways.

Positive impacts

- Longer term, positive impacts can be expected from providing much better-quality homes and reducing overcrowding.
- Quality homes designed according to best practice in urban design, producing a high-quality home and urban environment and a safe and secure new neighbourhood which will contribute positively to resident's quality of life.
- Application of Considerate Contractor requirements to minimise negative impact during construction period.

7 Key Findings

- 7.1 The regeneration of Harriott, Apsley & Pattison Houses is a major undertaking, which will have a range of impacts applicable to all the residents living on the estate. In several cases these regeneration impacts will have a potentially greater bearing on certain equality groups. The protected characteristics of disability, age (particularly older and younger people), health, socio- economic inequality and language have been highlighted through this EQIA as having the most significance of impact.
- 7.2 The council and its housing regeneration team will need to work to address these equality impacts and to build in safeguards and mitigation activity in the programme they are designing.
- 7.3 The scheme is seeking approval to move to its next stage and to release the funding to develop detailed designs, to seek approvals to make a CPO, to agree the decant status of secure tenants and to serve initial demolition notices. Operationally the scheme is also seeking approval from the council to allow officers the delegation to procure and appoint a building contractor and delegation to enter into all necessary contracts and agreements to deliver the scheme. To date the scheme has achieved ballot approval from residents to demolish 100 existing units and build 412 new residential units on the site. In addition, cabinet are being asked to establish a new lease for the Redcoat Community Centre and Mosque.
- 7.4 The scheme is currently at RIBA stage 3, detailed design stage. In December 2020, two options were proposed which went out to resident consultation. These options were refined throughout the spring and early summer and a planning application is being prepared for submission in the autumn of 2021. Options for the development of the site, its phasing and its development capacity have now been considered to ensure that the optimum number of residents on the site can be decanted and rehoused in the first phases on the scheme.

CPO process

- 7.5 Much of the engagement with residents (tenants and leaseholders) has been based on the design and phasing process to date. The Cabinet report sets out a request to make, and hence to start the CPO process. To this end, much of the proposed CPO activity is governed by the CPO legislation and guidance nationally. However, there are some impacts that are a direct and indirect result of the CPO process, which are identified below. Where feasible this EQIA has sought to distinguish between generic regeneration impacts and equality specific impacts:

Generic Regeneration Impacts

- The CPO process does have a direct impact on leaseholders (resident and non-resident) as their homes will be compulsorily purchased. This is universal to all leaseholders and is not in itself an equality impact.

- What resident leaseholders chose to do next will be based on the options set out in the right for resident leaseholder document. In short, they have the options of taking their sale value (subject to an independent valuation) and buying elsewhere or porting their mortgage and purchasing a home in the new estate or entering a shared equity arrangement (not paying rent) or a shared ownership arrangement (part paying rent).
- Non-Resident leaseholders are being offered the sale of their property back to the council subject to an independent valuation.
- Some leaseholders may feel they are forced to sell and leave or stay and port their mortgage to a new property.
- The CPO process will have a disproportionate negative impact on leaseholders who are less able to afford their new home or forcing them to sell and move off the estate.
- For some, the offer of porting mortgages and entering shared ownerships may place financial burdens particularly for people with low earning capability.

Equality specific impacts

- Some burden may arise from households where their marital status has changed since the property has been purchased and this may cause legal costs to clarify ownership and to agree the way forward for that household.
- The CPO process may have disproportionately negative impacts for leaseholders who are either older people, disabled and or single parent families or where they have less financial capacity to meet the increased value. Similarly, this will have impacts on all leaseholders who find difficulty in meeting the increased cost of home ownership on the estate.

Regeneration programme (design, and construction)

7.6 The regeneration of any physical space creates its own impacts, not simply because of the development process itself but also the associated impact that has on people living in or close to the development site itself. Particularly this relates to:

Equality specific impacts

- The inevitability of change and movement to a new home may place a burden on people who are settled and have established lives, particularly where care networks and support are based on neighbours and family members living close by. The council will work closely with residents to keep support networks together.
- Potential negative health impacts of the construction process including noise, dust, construction debris and environmental impacts, often negatively impacting more disproportionately on people with poor health and disability.
- Households with children and older people may find the regeneration process and construction harder to live with.

Resident engagement

7.7 Critical to any regeneration process is the need to ensure that engagement with residents is maximised. There has been much work delivered on the estate by tenant liaison and advisors which has established some productive work. Moreover, due to Covid there has been much effort placed on remote and virtual engagement which has been supported with videos and graphical illustrations of design options.

Equality specific impacts

- Language is potentially an issue for residents (leaseholders and tenants alike) and residents who did not speak English as their first language could feel that their understanding of the impact of the regeneration scheme had suffered because of this. However, through the survey undertaken, all those engaged - even those that did not speak English as their first household language felt their written and spoken English was good.
- Much of the interaction with residents will be through housing staff and those negotiating with tenants and leaseholders. In these cases, there is a real need to ensure that the borough's equalities commitments are maintained in the negotiations process, particularly with the training of staff to recognise equalities issues of those in negotiation. We should note that the council has ensured that a Bengali translator has been made available at every engagement event held to date.

Decant and housing allocations process.

7.8 Elements of this EQIA are focused on activity that will happen in time. This includes the phasing of the scheme, the decanting of residents and the rehousing/allocation of housing for the new estate.

Equality specific impacts

- The decant process must address the equality needs of residents. These are most likely to be affecting those who are older, disabled and or who have specific health conditions.
- Wellbeing is a critical factor, as is the support network previously available pre-regeneration. Some of these networks are based on neighbours and, where feasible efforts should be made to enable neighbours to live close to one another.
- The loss of sense of community, particularly among those who are friendly with their immediate neighbours could have negative impacts on residents reliant on a local/neighbour care network. Potentially, this is most likely to impact on older people, disabled residents and those with health conditions. Where feasible the decant process is seeking to cluster residents from Harriott, Apsley and Pattison in new units together with those they had previously lived close to.

Positive Impacts

7.9 There is a counter-balance to these possible negative impacts as the regeneration programme has several positive impacts which many residents have bought into. These include:

Equality specific impacts

- The housing needs of a wide range of protected characteristics will be positively enhanced through the development of these new units providing new housing opportunities. The housing register in the borough has significantly more people from diverse communities when compared with the population profile of the borough, many of whom are likely to benefit from this regeneration scheme.
- There will be more homes designed to Category 2 standard¹⁶ for accessibility, which is broadly equivalent to 'Lifetime' homes standards, at 10% with disability access.
- Improving the housing stock will provide homes to higher standards and hence improve the quality of accommodation for residents currently on the estate, potentially improving residents' health and wellbeing.
- Families will have units which are in much better condition than those they currently occupy.
- The s106 agreement will provide economic benefits to the local community.
- Energy efficient design and improved sustainability should lead to lower running costs for new homes.

Summary of positive, negative and neutral equality impacts.

7.10 The lists below seek to summarise the equality impacts identified in this EQIA particularly those relating to the construction phase of the scheme and its environmental impacts as to the more permanent longer term impacts the majority of which are positive.

Short term construction and environmental focused impacts include:

- The disruption accompanying the construction phase is expected to have a **negative impact**, particularly for older people, disabled and people with specific health conditions and pregnant mothers and post birth mothers with young babies.
- The short-term changes to play space provision are expected to have a **negative impact**, specifically for younger people.
- In the short term, the changes to social infrastructure provision are expected to have a **neutral impact**, particularly for those who worship at the mosque which is likely to be relocated for before it is demolished.

¹⁶ Category 2 means a home must be accessible to most people and able to suit older people, those with reduced mobility and some wheelchair users, and is estimated to cost developers an extra £1,400 per home. Requirements include level access front and rear doors, an entrance level bathroom, kitchen and dining area and low height windows.

- In the short term, the changes to housing provision are expected to have a **neutral impact** particularly as all movements to new properties will be based on a single move. This will mitigate any negative impacts of decant for particularly older and disabled residents and those with health conditions.

Medium to long terms impacts

- The housing needs of a wide range of protected characteristics will be **positively** enhanced through the development of these new units, providing opportunities for housing.
- The housing register in the borough has significantly more people from diverse communities when compared with the population profile of the borough, many of whom are likely to **benefit** from this regeneration scheme.
- The new replacement housing is expected to have a **positive impact** for all protected characteristics represented on the 3 blocks.
- The upgraded and improved social infrastructure provided as part of the completed development is expected to have a **positive impact** for young, older and disabled residents, those with health conditions and pregnant and or young mothers.
- The improved opportunities for social interaction provided as part of the completed development are expected to have a **positive impact** for young, older and disabled residents, those with health conditions and pregnant and or young mothers.
- The improved and expanded play space provided as part of the completed development is expected to have a **positive impact** for young residents.
- The community facilities provided as part of the completed development are expected to have a **positive impact** for young, older and disabled residents.
- The improved access to the site is expected to have a **positive impact** for young, older and disabled residents and pregnant and or young mothers.
- There will be more homes designed to Category 2 standard¹⁷ for accessibility which is broadly equivalent to 'Lifetime' homes standards, at 10% with disability access. This will have a **positive impact** for older and disabled residents.
- Improving the housing stock will provide homes to higher standards and hence improve the quality of accommodation for residents currently on the estate, potentially having a **positive impact** on residents' health and wellbeing.
- Residents will have units which are in much better condition than those they currently occupy.
- The s106 agreement will provide economic benefits to the local community.
- Energy efficient design and improved sustainability should have the **positive impact** of lower running costs for new homes.

¹⁷ Category 2 means a home must be accessible to most people and able to suit older people, those with reduced mobility and some wheelchair users, and is estimated to cost developers an extra £1,400 per home. Requirements include level access front and rear doors, an entrance level bathroom, kitchen and dining area and low height windows.

8 Mitigation Recommendations

- 8.1 The points set out below list the core mitigation activity that is recommended to address the impacts highlighted through the EQIA.

Generic mitigation activity

- An EQIA refresh programme to be adopted alongside predicted key milestones in the project lifetime.
- The staff working on this project are experienced and have worked with similar regeneration schemes across the borough delivering to a diverse community. They have had equality training/briefings on one to one liaisons with residents.

Disability Mitigation activity

- Early engagement with those residents and households that have a member with a stated disability would be appropriate from an operational standpoint. This is particularly relevant to the households who identified sensory and physical impairments within their families, and where this would place additional challenges when moving disabled families to new properties. Consulting and engaging with disabled groups before, during and after change to check effects, outcomes and results is a legal requirement under the Equality Act 2010.
- In terms of formal adaptations for disability - some engaged have felt that they have previously sought social services assessment for adaptations and equipment. In some cases, these assessments will need to be applied when the design of new homes can more easily accommodate these needs.
- The regeneration team to seek the support of dedicated occupational therapist / social services worker to assess the disability needs of residents.
- If leaseholders are seeking to leave the estate, referrals on to other Social Care Services should be made to mitigate any possible negative impact that disabled people may experience.
- Support with adaptations in units on the new estate, designed specifically for the disabled person's needs should be a prerequisite.
- Disability grants reviewed and accessed for residents in specific need to support the funding of adaptations.

Age Mitigation activity

Children and Young People

- Secure amenity space both during and after the regeneration programme, and C&YP should also be engaged in the design of these future facilities.

Older People

- Ensure that tenants, particularly those who are older, only move once into their new homes.
- Support for and recognition of the financial constraints that many older people will experience in an aim to support them to come to terms with the transition to a new home (if a tenant or leaseholder is staying on the estate) and to support older people (tenants and leaseholders) who are moving away from the estate.

- To support older leaseholders to access the right options for them and to ensure that their support is maintained through to the conclusion of the CPO process and the allocation of new homes.
- Social services to support any adaptations to new homes for older people, particularly those with a disability / health condition as part of the decant process.
- Ensure that the shared ownership option for older people will allow them to transfer the equity in their proportion of their estate to their relatives/spouses.

Socio-Economic Mitigation issues

- Resident homeowners would be compensated by offering them market value, plus 10% home loss, for their current home. Non-resident homeowners are being offered market value plus 7.5% for home loss. Disturbance costs including reasonable legal and valuation costs will also be paid, including moving costs, disconnection/reconnection of utilities, post redirection.
- The covering of these costs is also being given to council tenants.
- The regeneration programme will have impacts on residents, tenants and leaseholders alike, which might incur greater costs and hence become a burden for those residents unable to afford the associated costs. The Council needs to monitor the potential for a consequential rise in the costs of the new properties both in terms of property value and in terms of rent.
- The Council will need to carefully monitor how the proposals affect older leaseholders or leaseholders with reduced financial capacity.

Language Mitigation

- Ensure the availability of adapted communications, translation and interpretation services for residents and leaseholders, when specific tenant engagement and leaseholder negotiation is being undertaken.

Health Mitigation issues

- Health Needs Assessments will need to be carried out where required and dedicated rehousing support provided by the Council, including access to mental health support.
- Serious and long-term health conditions should be prioritised, but progressive conditions may need to be addressed. This information via the research that has been carried out is available to the council.
- OT assessments may need to be established to mitigate negative impacts.

Intersectionality

- When analysing what different groups are saying, like what the young and old, families, disabled people and more vulnerable groups are asking for: a key priority is to restore the communities that they value and that they are part of now. Rebuilding houses and people's lives must be accompanied by enrichment activities that place Harriott, Apsley & Pattison House communities in control of designing their future communities with all the values and commonality they shared in the past.

9 Action Plan

9.1 The key mitigation activity set out in section 9 below detailing when and by whom actions should be undertaken to mitigate any potential negative impacts of this regeneration scheme. A large proportion of these mitigation actions are construction related and or relevant to the initial phasing of the scheme. To this end they have been identified as short term, medium term and longer term actions. This will need to be refined by the borough regeneration team in due course.

Mitigation Issue	Actions	Outcome	Date	Responsibility
Generic Mitigation				
Ensure all frontline staff and contractors are briefed on the findings of the EQIA and where appropriate undertake equality training	<ul style="list-style-type: none"> Run EQIA briefing sessions. Review training needs Establish training where appropriate. 	<ul style="list-style-type: none"> All front-line staff able to address and identify the priorities to equality as set out in the EQIA. 	Ongoing	LBTH
Ensure staff consulting with residents understand the equality impacts of the scheme	<ul style="list-style-type: none"> Equality training / briefing / workshops for housing regeneration liaising teams. 	<ul style="list-style-type: none"> Recognition and understanding of equality impacts and issues as highlighted in this EQIA. 	Ongoing	LBTH
Disability Mitigation Activity				
Early engagement with people with a disability on the estate between the decant team and specialist social care staff	<ul style="list-style-type: none"> Arrange relevant Occupational Therapy/Social Services assessments for residents where identified. This is in place and will need to continue where relevant. Where necessary consideration should be given to residents that may need to be moved from the estate during the construction period because of their disability. 	<ul style="list-style-type: none"> Reasonable adjustments identified in new and future properties. 	Ongoing	LBTH
Ensure disability needs are picked up for residents who may opt to leave the estate under the key guarantees	<ul style="list-style-type: none"> Liaison with social care teams in other authorities where residents are seeking to move to. 	<ul style="list-style-type: none"> Disabled residents leaving the estate are supported and are flagged to the relevant authorities. 	Ongoing	LBTH

Mitigation Issue	Actions	Outcome	Date	Responsibility
Ensure that all disability needs are picked up where reasonable adjustments are identified.	<ul style="list-style-type: none"> Support with adaptations in new units on the new estate Commission repair person service to support additional fixtures and fittings. 	<ul style="list-style-type: none"> Disability issues built into home designs on the new estate. 	Ongoing	LBTH
Ensure that the cost of adjustments and needs of disabled people are addressed	<ul style="list-style-type: none"> Ensure reasonable adaptations are implemented within the new homes in line with OT assessments as set out in the key guarantees. 	<ul style="list-style-type: none"> Required adaptations are completed by the council in line with OT Assessment. 	Ongoing	LBTH
Age Mitigation Activity				
Address age impacts of regeneration as they apply to young people	<ul style="list-style-type: none"> Engage young people in the design of the future amenity space within the new estate. Ensure existing amenity space is secure during the regeneration and construction. 	<ul style="list-style-type: none"> Young people engaged in the design of amenity space within the new estate. 	Ongoing	LBTH
Need to address age impacts of regeneration as they apply to older people	<ul style="list-style-type: none"> Provide opportunity for independent financial advice for any resident needing it. 	<ul style="list-style-type: none"> Residents enabled to make informed financial decisions. 	Ongoing	LBTH
Need to support older people through their move and settling into their new home	<ul style="list-style-type: none"> Commission repair person service to support additional fixtures and fittings. 	<ul style="list-style-type: none"> Older residents given support in settling into their new homes. 	Ongoing	LBTH
Need to support older leaseholders through the regeneration process	<ul style="list-style-type: none"> Support older leaseholders to access the right options. 	<ul style="list-style-type: none"> Direct engagement with older leaseholders. 	Ongoing	LBTH
Need for social support services for any adaptation to new homes for older people and those with a disability / health conditions	<ul style="list-style-type: none"> Secure a Social Worker/Occupational Health practitioners to work with Regeneration team. 	<ul style="list-style-type: none"> Older people and people with disabilities supported through the engagement of health and social care. 	Ongoing	LBTH
Socio-economic Mitigation Activity				
Recognise and understand the cost impacts for individual households within the regeneration programme.	<ul style="list-style-type: none"> The council to monitor the potential for a consequential rise in the costs associated with the new properties 	<ul style="list-style-type: none"> Robust estimates of future costs and values for new and existing properties provided to 	Medium Term	LBTH

Mitigation Issue	Actions	Outcome	Date	Responsibility
	both in terms of living costs and in terms of rent/mortgages.	enable informed decision making.		
Assess the potential impacts on Private tenants living in properties which is due for development	<ul style="list-style-type: none"> Review Regeneration policy and identify ways to support private tenants made vulnerable. 	<ul style="list-style-type: none"> Consideration of options for private tenants 	Ongoing	LBTH
Recognise and understand the cost impacts for individual households within the regeneration programme.	<ul style="list-style-type: none"> The council to monitor how the proposals affect older leaseholders or leaseholders with reduced financial capacity. Facilitate access to Independent Financial Advisors for all residents. 	<ul style="list-style-type: none"> Robust estimates of future costs and values for new properties allowing informed discussions about financial options under the rights for homeowners. 	Medium term	LBTH
Language Mitigation Activity				
Ensure residents and wider consultees have adequate translation provision as part of the negotiation phase of the regeneration programme.	<ul style="list-style-type: none"> Make alternative formats, translation and interpretation provision available when specific tenant engagement and leaseholder negotiation is being undertaken. 	<ul style="list-style-type: none"> Alternative formats, translation and interpretation identified and readily available. 	Ongoing	LBTH
Health Mitigation Activity				
Address the presented health needs of residents transferring from their existing home to any new property as part of the Regeneration	<ul style="list-style-type: none"> Undertake health and medical assessment or OT assessments where required. Where necessary consideration should be given to residents that may as a result of their health condition need to be moved from the estate during the construction period. 	<ul style="list-style-type: none"> Implement recommendations of assessments and prioritisation of serious / progressive conditions. 	Ongoing	LBTH
Intersectionality Mitigation Action				
Support to restore communities on the estate during and post regeneration	<ul style="list-style-type: none"> Develop enrichment activities for residents of the estate designed to build communities. 	<ul style="list-style-type: none"> Empower residents to promote, celebrate and harness 	Ongoing	LBTH

Mitigation Issue	Actions	Outcome	Date	Responsibility
		community cohesion and shared values.		

9.2 Suggested Future EQIAs and EQIA refreshes.

EQIA Subject	Date	Responsible Body
Regeneration phasing and housing transfer / allocation plans		
Construction management plan		
Post Development EQIA and evaluation		

10 Appendix 1: Key Definitions

Key Definitions

10.1 **Diversity** equals difference:

The concept of diversity encompasses acceptance and respect. This means understanding that every person, family and group in the Tower Hamlets Estates Regeneration project is unique and has specific needs. The skill when offering services to individuals and groups is to take account of these characteristics sensitively and positively throughout this project.

10.2 **Equality** is the concept of knowing when to 'treat people the same' in this regeneration project and when to 'treat them differently'.

Often, we have policies, guarantees and standards which guide us to treat people the 'same' so that they receive their entitlements. But regularly in 2017 we are also faced with challenges to deliver individualised and tailored housing services to individuals, families and groups. The skill is to know when 'sameness or difference' applies and having a rationale to explain your actions.

10.3 **Inclusion** has been described as a sense of belonging.

A feeling of being respected, valued for who you are; feeling a level of support and commitment from others who consult and negotiate with you over important matters, so that your voice is heard as a tenant, leaseholder or owner of a property and you can then help, shape and make important decisions.

10.4 **Human Rights** are the basic rights and freedoms that belong to all of us from birth until death. Our right to live, eat, be clothed and to be respected for private and family life.

The act protects ordinary people's freedom, safety and dignity and helps us hold authorities to account when things go wrong. In Britain, these important international rights are protected by the Human Rights Act 1998, which is now enshrined as part of UK domestic law.

10.5 **Ethnic Minority:** Ethnic minority is defined as people who differ in race or colour or in national, religious, or cultural origin from the dominant group of the country in which they live. For the purposes of this EQIA ethnic minority is used where people have not been defined as white British.

10.6 **BAME:** The acronym BAME stands for Black, Asian, mixed and other minority ethnic populations and is defined as all ethnic groups except white ethnic groups. NB this term is not currently used locally.

11 Appendix 2: Scoping of the EQIA

11.1 The EQIA will address the priority components of the regeneration proposals, the planned compulsory purchase order for the estate and the decisions that Cabinet is being asked to make, as set out below. Moreover, this EQIA will review the Landlord offer and the specific guidelines for Council tenants, and resident and non-resident leaseholders. The EQIA will also assess the impact on the regeneration programme on the Mosque and its congregation as well as the residents in the two residential care units on the site, which are due to be relocated to sites elsewhere in the borough.

Description of the estate regeneration proposals

11.2 The Council is committed to delivering extra homes for social housing to deliver a new generation of homes for Tower Hamlet's residents. The Council also needs to look forward to future demand beyond this period, where it is predicted that the Council will need to enable and deliver more than 2,000 new homes per annum until 2022.

11.3 The Harriott, Apsley & Pattison House is part of the Council's Estates Regeneration Programme. The principal reason for inclusion of the estate in the programme is that it represents an opportunity to build a significant number of additional homes and because the condition and design of the estate means that a more comprehensive solution beyond the Tower Hamlets Housing standard investment programme is required. Given its location and public transport accessibility levels, there is scope for a significant increase in the number of homes. The key rational for the estate redevelopment are:

- The current poor condition of many properties.
- The costs of delivering the Tower Hamlets Housing Standard means it is unaffordable.
- Refurbishment itself would not resolve the main problems with the condition of the properties.
- There is the potential for wider regeneration benefits, including delivery of additional new homes.

11.4 With the regeneration scheme the Harriot, Apsley & Pattison House is made up of 100 properties; these include tenanted and leasehold properties, the site also includes a mosque and two resident care units. The scheme has been taken to Ballot (April 2019) where local people voted almost universally 98% for the demolition and rebuild option. The scheme is now at the point where officers are going back to Cabinet to approve the next phase of the plans for rebuilding the estate.

11.5 Specifically Cabinet are being asked to:

- Approve the Capital estimate / budget for the scheme.

- To agree the decant status of tenants, allowing secure tenants to be decanted if they wish to do so.
- Provide notice of demolition.
- Provide consent to make a Compulsory Purchase Order (CPO).
- Section 203 – rights to light.
- Provide a new Lease to Mosque.
- Provide delegation to procure and appoint a building contractor.
- Provide delegation to enter into all necessary contracts and agreements to deliver the scheme.
- Review the regeneration proposals including resident engagement, design, planning and phasing.
- Agree the Landlord Offers and its guides for, council Secure tenants, resident and non-resident leaseholders.

EQIA Rationale and context

- 11.6 Aside from the public duty requirement of the Equality Act 2010 Tower Hamlets council will be taking these regeneration proposals through to a Cabinet decision. A de facto requirement of all cabinet decision is the need to complete an Equalities Impact Assessment. To this end this EQIA will seek to meet all the scrutiny requirement of Cabinet based decisions.
- 11.7 Through discussion with Officers in the Housing Regeneration team it was agreed that the focus of this EQIA would be on key elements of the Housing Regeneration proposals on the Harriot, Apsley & Pattison House at this stage in its development and specifically relating to the requests for Cabinet decision as set out above.

Regeneration Proposals (including design, Planning and Phasing)

- 11.8 The proposed redevelopment will provide 438 homes, of which 79 will be replacement homes for existing tenants and resident leaseholders.
- 11.9 In line with our Local Plan, the additional homes created will provide at least 35% genuinely affordable housing and contribute to an overall target for 50% of all new homes to be affordable. The council will prioritise and maximise the development of genuinely affordable homes where feasible. The remainder will be developed for market rent or sale and will help to fund the construction of the affordable homes.
- 11.10 New homes will be a mix of one, two, three and four bedroom properties. They will be both flats and duplexes. The new development will meet the needs of existing residents by providing more new family sized homes as well as smaller sized homes

for the adult children of existing residents who are both on the housing register and in housing need.

11.11 Current secure tenants and resident leaseholders, in conjunction with the Residents' Panel, will be given the opportunity to choose from a range of selected materials and colours including:

- Kitchen units (door fronts, worktops and handles)
- Floor coverings
- Paint colour for walls in selected rooms

11.12 Other practical features include:

- Homes will deliver a high level of noise insulation to avoid noise nuisance issues.
- Security will be provided through secure courtyards and video entry systems with fob access.
- Lifts will be provided in all buildings with level access to all properties.

11.13 A sustainable, energy efficient heating system will be installed in the development. Properties will be thermally insulated. Further details will be provided during the design consultation process.

11.14 Green spaces will be designed into any new development. Play facilities will be provided close to homes for families to enjoy. A significant number of existing residents currently worship at Redcoat Community Centre and Mosque. The existing facility is housed in temporary structures. A new mosque would be larger than the current building and would have homes on upper floors allowing it to meet the needs of a growing community. It will be re-provided in the north-east corner of the estate and this part of the project was to go ahead whether or not there was a majority for regeneration in the ballot.

11.15 The new development will be 'car free,' which is part of the council's planning policy. Parking spaces will be available for adapted/wheelchair accessible homes only. This will allow us to create more enjoyable and practical green and open spaces. If you are an existing resident living in Harriott, Apsley or Pattison House, you will be able to retain your rights to apply for a parking permit after moving into one of the new homes in the development, but this will be for general on-street parking.

The Landlord Offer

Rights for Secure Tenants – the principles:

Remaining and returning:

- 11.16 All tenants will have the right to a tenancy of a newly built social rented home in the new development. They will continue to be a tenant of Tower Hamlets Council with their existing tenancy rights such as the right to buy and succession rights retained.
- 11.17 If tenants don't wish to remain in the new development, they will have a choice of permanent rehousing by bidding through the Choice Based Lettings Scheme for:
- An existing council home elsewhere in Tower Hamlets, still as a secure tenant of the council with the same tenancy rights. Those who choose this option will not be able to return to the new development.
 - A home with a housing association either in Tower Hamlets or another London borough (if available). Existing council tenancy rights would not be protected under this option. If a temporary move away from the estate is necessary, residents would still be entitled to a new home once the development has been completed. This is a right to return.

Rent and service charges.

Rents for your new home:

- 11.18 Existing secure tenants who accept the offer of a newly built home on the estate with Tower Hamlets Council will be charged social rents. This means that rents for the new council properties will be comparable with rents for council properties of a similar type and size, but they will reflect the fact that these are new homes. Rent levels may increase slightly and tenants will be made aware of rent levels prior to agreeing on any move.

Service charges (included in social rent):

- 11.19 Residents can only be recharged for services that they benefit from. The law is clear that only the actual cost of services can be passed on by the landlord. We are committed to making sure any charges are kept as low as possible and conduct regular reviews to ensure value for money.

Compensation

- 11.20 Council tenants who have been secure tenants for at least 12 months before a decant is agreed are entitled to home loss payments and disturbance allowances.

Home loss payment:

- 11.21 Tenants will be entitled to a home loss payment which is currently set at £6,400. The amount is set by the government and not by the council.

Disturbance allowance:

- 11.22 The council will also pay a disturbance allowance to ensure that you are not financially disadvantaged by the regeneration.
- 11.23 The disturbance allowance covers reasonable expenses for items such as removal costs, disconnection and reconnection of services including gas, electricity, telephone and re-direction of post for three months.

Hidden households

- 11.24 The redevelopment will also allow the council to identify and rehouse 'hidden households' provided they meet certain criteria. 'Hidden households' are typically considered to be adult children of the tenant who are known by the council to have been living with the tenant or leaseholder for over a year.
- 11.25 Depending on their circumstances, these 'hidden households' will have the option to remain living as part of their parent(s) household, or to be registered independently on the council's housing register with additional priority for their own home as part of the rehousing process.

Specific points raised in the Guide for Secure tenants.**Housing need – number of bedrooms**

- 11.26 The council will work with you to ensure that your rehousing preferences are met as far as is possible. Tenants can apply for the size of home that meets the housing needs of their household, with the appropriate number of bedrooms, as defined in the council's lettings policy (which is available on the council's website).
- 11.27 If a resident receives care and support from someone who is not in their immediate family, an additional bedroom may be requested on a discretionary basis and in accordance with the council's lettings policy.
- 11.28 If a tenant currently lives in a home larger than the standard size defined by the council's lettings policy (i.e. when the tenant is under-occupying their current home), an application can be made for a property with a bedroom size that matches their needs, plus one additional bedroom, to recognise existing living arrangements. This is sometimes called 'housing need plus one.' It is subject to the following restrictions:
- 11.28.1 It must be a flat or maisonette on the same floor level or above as current home.
- 11.28.2 It cannot be for a property of four or more bedrooms as there is a significant shortage of homes of this size in Tower Hamlets.
- 11.29 Where the current property size is larger than the household requires, council officers will re-assess tenant needs and an appropriate alternative property will be

offered. In that situation, an incentive payment would be offered for downsizing, in addition to the statutory home loss payment they will receive. The incentive amount will be discussed with each individual tenant in detail at a one to one meeting.

Double decanting – having to move twice.

- 11.30 Depending on the progress of the new build housing programme it is possible that some tenants, with specific needs may only have a restricted choice of home. As a result, there may need to be a temporary move to another home outside of the estate whilst the new home is being built. This process is known as 'double decanting.' It is expected that it will be limited to only a few tenants.
- 11.31 If such double decanting becomes necessary, those impacted will be given a clear assurance of their entitlement to a new home on the estate in the newly built homes, as well as the reasonable costs of both moves being reimbursed (details of reimbursements are given elsewhere in this document). If they decide not to exercise their option to return to the estate, the council will still be required, by law, to provide a suitable alternative permanent home.

Rights for Homeowners – the principles.

- 11.32 The borough has developed a guide for homeowners who live in the property they own as their main home and have done so for more than a year prior to the issuing of the Landlord Offer Document in February 2020. It explains the Council's approach to buying back their property when demolition or redevelopment is proposed and the options, they will have to buy a replacement home.
- 11.33 This includes the option of purchasing a new shared equity property at no extra cost on the new estate once it is ready. Other options include 'part-shared equity and part-rent' on the estate or a lease swap to a Council property in the area or elsewhere in Tower Hamlets (subject to meeting the required criteria).
- 11.34 Alternatively, the leaseholder may prefer to sell to the Council and make their own arrangements to find another property to buy elsewhere, including out of the borough. All these options are explained in this guide.
- 11.35 The proposal for redevelopment is at an early stage. The Council will organise drop-ins, one-to-one surgeries and other events where leaseholders can discuss their options and raise any specific concerns they have.
- 11.36 Resident leaseholder will be invited to meet with Council officers to confidentially discuss their particular circumstances and any concerns that you may have about the process.
- 11.37 Once a redevelopment scheme is approved by Cabinet in 2021, the Council will contact leaseholder to arrange an initial valuation of their property. The assessment of full market value (FMV) is undertaken by a Council valuer.

11.38 The Council advises all leaseholders to get their own independent advice, including their own independent valuation done by a surveyor recognised by the Royal Institute of Chartered Surveyors. The cost of obtaining this independent advice from one qualified surveyor will be covered by the Council. The guide explains the process of the Borough and their surveyors negotiating an agreed value for the property. This could go to an Upper Tribunal should agreement not be made, the costs for which would be decided by the Tribunal.

Temporary decant.

11.39 The guide explains the possibility for some residents to first move out of their existing homes so work can take place. Where this cannot be avoided, affected residents will have priority for rehousing.

11.40 Resident leaseholders on the estate will have an option to return to a permanent new replacement home on the estate if this is their preference. If the resident leaseholder chooses the option to return, the Council will buy their existing property from them at the full market value and simultaneously enter into a contract to hold this money on their behalf until the purchase of their new property can be conducted. Leaseholders will not be charged rent during their stay at the temporary property, although they will be asked to pay the service charges. Any reasonable moving costs would also be covered by the Council for both moves.

11.41 The guide then sets out the fees the council would pay (within in certain limits) for:

- Home loss payments
- Claiming fees for professional adviser
- Valuation fees
- Negotiation fees
- Legal fees for the sale of their home
- Legal fees for buying a replacement home.
- Removal fees
- Surveyor's fees on new home purchases (off site)
- Stamp Duty Land tax

11.42 The guide then sets out the options for buying a new home in the development, this includes:

- Option A - Buying a new home built by the Council outright.
- Option B – Shared Equity (Guarantee) - Buying a new shared equity home where the resident pays no rent on the remaining unpurchased equity.
- Option C –Shared Equity (Flexi) - Buying a new shared equity home where the resident pays no rent on the remaining unpurchased equity.
- Option D – Part Shared Equity / Part Rent) - Buying a property where you part- own and part rent the new home.
- Option E - Leasehold swap (to another property of similar age and value as their existing home, providing they can acquire the full value of the new home.

- Option F - Where home ownership is no longer a feasible option: Where a homeowner is unlikely to obtain a new mortgage or cannot financially manage the ownership of a new home, they should notify the Council immediately. The Council will work with homeowners to explore different options until a reasonable solution has been found.

Succession rights

- 11.43 The Guide also sets out succession rights for the leaseholders' spouse or other immediately family member living at the property as their permanent home to inherit it under the same financial/rental arrangements.
- 11.44 The Councils definition of immediate family member is defined as a person living in continuous occupation with the owner for a period of at least 12-months prior to their death, as part of their household, i.e. A spouse/civil partner, son/daughter, brother/sister, parent/grandparent, or in the case of another relative, having been similarly in continuous occupation as an acknowledged carer.

Compulsory Purchase Order (CPO)

- 11.45 The guide then explains the CPO process. It confirms that any potential development site may comprise multiple land interests, including leaseholders, freeholders, commercial interests, access rights etc. Before it can start a development, the Council must acquire these interests from their legal owners.
- 11.46 Whilst the Council aims to purchase properties through negotiated settlements, it is normal practice to consider making a CPO to ensure the Council can obtain vacant possession of the buildings and land needed commence with the redevelopment. The decision to request permission from the Secretary of State to make a CPO is taken by the Mayor for the Council, after weighing up the need for the regeneration proposals and the impact these will have on those affected.
- 11.47 A CPO process has several stages:
- Information gathering
 - Making of the order
 - Objections
 - Public local inquiry
 - Decision
 - Further challenge
 - Taking possession of the property
- 11.48 This section finally confirms that the Council would keep residents informed throughout all the stages of a CPO and it will continue to negotiate with residents even if there is an ongoing public inquiry.

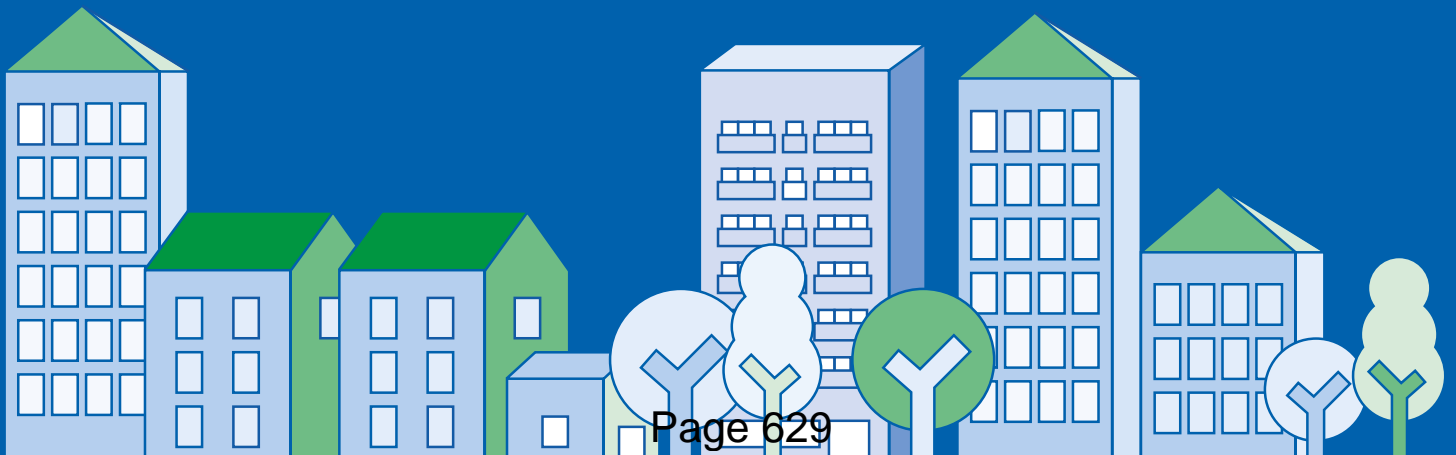
Rights for Non-Resident Homeowners – the principles:

- 11.49 Non-resident homeowners will be offered the full market value by the council to purchase their property. They will also be paid at a 7.5% 'basic loss' compensation payment as well as reimbursements. These include reasonable fees and taxes incurred for both the sale of your property and for the purchase of a replacement property for a limited period, including independent valuation and legal support.
- 11.50 The Council encourages owners to come forward and talk to them so that they can arrange an initial valuation of the non-resident homeowner's property, discuss any concerns they may have and start to negotiate a satisfactory settlement for all parties. The Council valuer will arrange an appointment to make an initial valuation of the property.
- 11.51 The Council also recommends leaseholders to obtain their own valuation completed by a RICS (Royal Institute of Chartered Surveyors) qualified surveyor, the costs for which can be claimed back from the Council.
- 11.52 The Council will **not** acquire properties with tenants in occupation as they will be buying the property in the open market with vacant possession. If non-resident leaseholders rent their property, it will be their responsibility as the landlord to ensure that they give appropriate and timely notice to their tenants or other occupiers, in line with good practice and legal requirements, to secure vacant possession before completion of the sale to the Council. The Council cannot assist non-resident leaseholders in this process. The Council does not have an automatic responsibility to rehouse people who may be occupying your property. If these 'private' tenants or other occupiers require housing advice, they can contact the Council to obtain this, but that does not imply they will have any entitlement to relocation support.
- 11.53 The guide then sets out the fees the council would pay (within in certain limits) for:
- Basic loss payments
 - Repaying arrears
 - Fees for independent surveyor
 - Negotiation fees
 - Valuation fees
 - Legal fees for the sale of their home
 - Legal fees for buying another property.
 - Removal fees
 - Stamp Duty Land tax (for the onward purchase of one property)
- 11.54 The guide then explains the CPO process as set out above.

12 Appendix 3: Policy Backdrop.

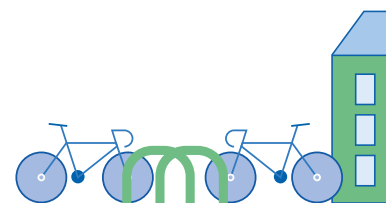
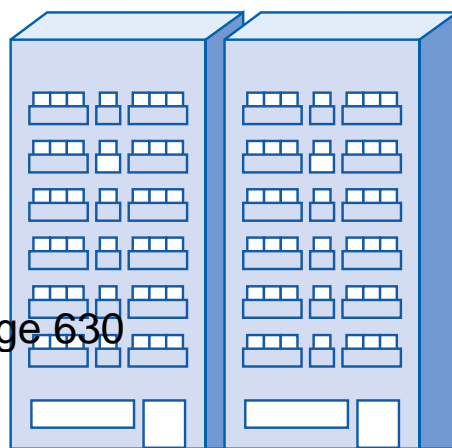
- 12.1 This appendix of the EQIA sets the legislative and policy context of the Equalities Impact Assessments for London Borough of Tower Hamlets Estate Regeneration Programme. Of central importance is the Equality Act 2010, which sets out the public sector equality duty.
- 12.2 The section sets out the legislation and policy directly relevant to housing regeneration and lists the desk research that has been completed to set the context for this Equality Impact Assessment:
- Equality Act 2010
 - Tower Hamlets equality objectives
 - Equal Life Chances for All, the Mayor's equality strategy revised in June 2014.
 - Mayor of London's Equality, Diversity and Inclusion Strategy
 - London Plan 2016 and December 2021
 - Statutory homelessness
 - Localism Act 2011
 - Tower Hamlets Equality Commission
 - Homelessness Reduction Act 2017 and its implications for Tower Hamlets temporary accommodation
 - 2021 census releases up to and including July 2023
 - National Estate Regeneration strategy and Good Practice
 - Mayor's Estate Regeneration Good Practice Guide
 - Tower Hamlets Housing Strategy 2016-2021
 - Tower Hamlets Strategic Plan 2020 -2023
 - The Tower Hamlets Local Plan 2031
 - Estate Regeneration National Strategy DCLG December 2017
 - Mayor of London: The London Strategic Housing Market Assessment (SHMA) 2017.
 - Tower Hamlets Common Housing Register Allocations Scheme (2021)

The future of Harriott, Apsley and Pattison Houses **Landlord offer**



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Introduction

Since July of last year, the council has been discussing with residents of Harriott, Apsley and Pattison Houses, the Redcoat Community Centre and Mosque and other stakeholders about the potential to regenerate your estate.

We are grateful for the contributions so far and we share your excitement about the positive opportunities – including new housing and a new replacement for the mosque – that redevelopment would offer.

The majority of residents have been able to take part in one or more of the consultation events held in recent months. These helped to shape the vision for a future development and you will have seen the outline proposals which give an indication of what can be achieved.

The proposed new homes will provide a much improved standard of accommodation for existing residents and their families. They will be well designed, built to the highest standards and energy efficient.

A new development will have secure, safe, green play areas and new trees with roadways designed to combat anti-social behaviour. We will ensure existing residents are rehoused in the new development. We will also be able to provide a new mosque.

As you know, we will need to show that a majority of residents are in favour of our plans before we can move forward.

We will be holding a ballot from Wednesday 18th March to Thursday 9th April 2020 where you will be given the chance to vote. It is your decision that counts.

On page 19 of this booklet, we describe how the ballot process will work including details of who is eligible to vote and how it can be done. It is important that anyone who is eligible to vote knows how to take part.

We have also set out what you can expect from the council and how we will continue to work with you to ensure the new development meets your expectations.

This is your chance to have your say. We hope that you will take this opportunity to secure a bright new future for Harriott, Apsley and Pattison Houses. We would of course respect your decision whatever it is.



John Biggs
Executive Mayor of Tower
Hamlets



Our promise to residents

- We will keep the community together
- More council homes for social rent
- Reduced crime and anti-social behaviour through better design
- New homes at social rents for all existing council tenants
- Options to suit every leaseholder
- Addressing overcrowding on the estate through the provision of new affordable homes
- One move to a new home, wherever possible
- Financial compensation and all reasonable moving costs paid
- Current street parking permits guaranteed
- Residents' Panel representing residents in decision making and shaping the future of their estate
- Door-to-door moving support for older and vulnerable residents



What you told us and how we've responded

In putting together our plans for the proposed redevelopment of Harriott, Apsley and Pattison Houses, we've listened carefully to what you have told us about the things you like and dislike about the current estate.

What you told us about homes in the existing buildings:

- Flats are damp and poorly insulated
- Bin stores are smelly and dirty
- Communal lobbies and stairwells are dingy
- There are concerns about the cost of major repair works
- Homes are overcrowded
- There is no lift access in Apsley and Pattison Houses

What you have told us about antisocial behaviour:

- Communal areas are poorly lit and laid out
- Drug dealing is taking place
- Bulk rubbish and litter are dumped too often
- Green spaces do not feel safe and secure enough for kids to play



The proposed redevelopment will help to address these concerns by using careful design and making sure that any building work is of the highest standard. We will of course continue to involve residents in our plans to allow you to hold us accountable.

A new development would also meet the significant affordable housing needs of local people, including the needs of current residents.



It would make it easier for residents to enjoy the green space in their community, recognising that the way the existing blocks are organised makes that difficult.

We know that you like the sense of community the area offers, the spacious homes with good storage and having separate kitchens. We will try to keep these features, wherever possible, in any new development.



Your ambitions for a new development

These are the things you told us you would like to see as part of a new development:

Design:

Safe and secure open spaces

Enclosed green courtyards

Lift access for all above-ground properties

Play areas

Brick built buildings

Separate kitchens in larger units

Clear separation between ground floor homes and public areas

Dual aspect homes (windows on two sides)

Preference for individual recessed balconies

Improved communal areas

High levels of sound insulation

Good storage

Parking provision

More homes for social rent

Secure cycle storage

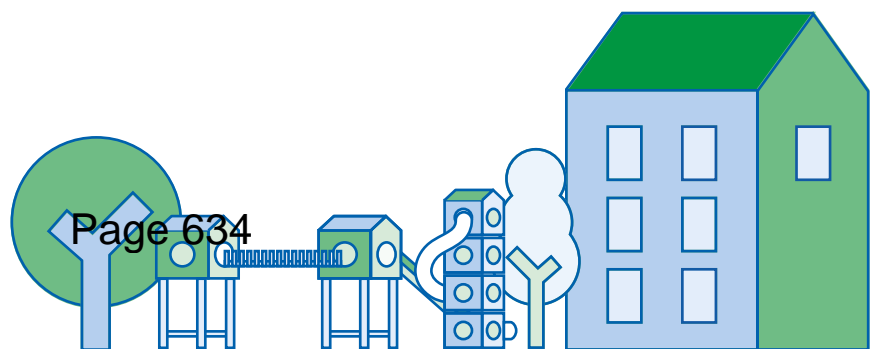
Community:

A homely feel with a good sense of community

A new mosque

Quiet streets that discourage dangerous car use such as joy riding or rat running

An artist's impression showing what a new mosque as part of the proposed development could look like



Design principles

The council is committed to providing high quality, well-designed homes and surroundings to create healthy and sustainable environments where people want to live.

We will deliver a mix of home sizes to meet the local housing need, with a combination of flats and duplexes and a mix of tenures for families with children and for small and single person households.

Landscaped spaces will include trees, planting, grassed areas and children's play areas. Biodiversity will be key in planning planting, buildings will be laid out to maximise daylight and sunlight, while homes will be energy efficient.

Developments will be well connected, with safe and active streets designed to reduce anti-social behaviour.

We will enhance and continue to build a strong sense of community and belonging in any development.

What regeneration will deliver:

- A mixed, cohesive and sustainable community
- Good quality and well-designed homes that will meet residents housing needs
- More social rented homes
- More family sized homes

- Private amenity space to all properties with gap between homes and public areas to provide privacy for ground floor properties
- Safer streets and homes through good design and improved lighting
- New, usable secure open communal spaces creating a network of private green spaces for residents
- Energy efficient homes
- Homes built to minimise noise nuisance
- Improved and secure provision for bins and bike stores
- Maximised green space by keeping car use to a minimum
- A home adapted to your needs, if you have a disability.
- All homes will benefit from at least the national standard required for storage.
- Family units with three or more bedrooms will have separate kitchens.
- Wherever possible, two bedroom homes will have options for separate or open plan kitchens and living space.



How many new homes will be built?

The proposed redevelopment will provide approximately 450 homes, of which 79 will be replacement homes for existing tenants and resident leaseholders.

In line with our Local Plan, the additional homes created will provide at least 35 per cent genuinely affordable housing and contribute to an overall target for 50 per cent of all new homes to be affordable. The council will prioritise and maximise the development of genuinely affordable homes where feasible. The remainder will be developed for market rent or sale and will help to fund the construction of the affordable homes.

New homes will be a mix of one, two, three and four bedroom properties. They will be both flats and duplexes. The new development will meet the needs of existing residents by providing more new family sized homes as well as smaller sized homes for the adult children of existing residents who are both on the housing register and in housing need.

Map showing the boundary of the existing estate



Map showing the proposed boundary for the new development



Designing the look of your new home:

Current secure tenants and resident leaseholders, in conjunction with the Residents' Panel, will be given the opportunity to choose from a range of selected materials and colours including:

- Kitchen units (door fronts, worktops and handles)
- Floor coverings
- Paint colour for walls in selected rooms

Other practical features:

- Homes will deliver a high level of noise insulation to avoid noise nuisance issues.
- Security will be provided through secure courtyards and video entry systems with fob access.
- Lifts will be provided in all buildings with level access to all properties.

Heating and hot water:

A sustainable, energy efficient heating system will be installed in the development. Properties will be thermally insulated. Further details will be provided during the design consultation process.

Community infrastructure:

Green spaces will be designed into any new development. Play facilities will be provided close to

homes for families to enjoy.

A significant number of existing residents currently worship at Redcoat Community Centre and Mosque. The existing facility is housed in temporary structures. A new mosque would be larger than the current building and would have homes on upper floors allowing it to meet the needs of a growing community. It will be re-provided in the north-east corner of the estate and this part of the project will go ahead whether or not there is a majority for regeneration in the ballot.

Parking:

The new development will be 'car free', which is part of the council's planning policy.

Parking spaces will be available for adapted/wheelchair accessible homes only. This will allow us to create more enjoyable and practical green and open spaces.

If you are an existing resident living in Harriott, Apsley or Pattison House, you will be able to retain your rights to apply for a parking permit after moving into one of the new homes in the development but this will be for general on-street parking.

Engagement:

Our commitment to ongoing open and transparent consultation and engagement:

We are committed to involving residents at all stages of the regeneration process:

- We will meet regularly with the Residents' Panel and with other residents on a one to one basis if required.
- We will publish regular newsletters and maintain a dedicated project webpage.
- We will continue to hold open days and consultation events.
- We will set up a design panel and organise visits to other successful regeneration schemes.
- PPCR (the Independent Residents' Advisor) will be on hand throughout the regeneration process to provide independent advice and support.
- PPCR will provide capacity building – such as training and workshop sessions – to resident and design panel members to prepare them in their scrutiny role.

Was regeneration the only option?

Like many urban areas, Tower Hamlets is experiencing a housing crisis. The council has committed to having 2,000 new council homes in delivery by 2022. We're making the most of land that we already own, including buildings no longer used as they once were, as well as buying additional homes. But that isn't enough. We also need to look closely at whether there is room for us to increase the number of

homes on existing estates. During the consultation events, we gave examples of how we increase the number of homes on the estate by both regeneration and infill schemes.

Infill would involve new buildings being built in unused spaces on the estate, with existing buildings staying where they are.

In addition to the regeneration and infill options shown to residents, the council also looked at refurbishing the existing

buildings. Most residents told us that refurbishment would only provide a temporary solution as it could not effectively address issues such as damp, poorly laid out communal areas and limited accessibility within the blocks.

There would also be a substantial cost for leaseholders to meet if this option was chosen.

The Residents' Panel met to discuss all these issues and indicated infill/refurbishment would not meet their aspirations

for the estate. They were happy for officers to move forward with exploring the regeneration option. It is important to note that because we must take action to tackle the housing crisis, if residents decided not to support the regeneration proposals in the upcoming ballot, one of the infill options would likely be chosen instead.

We strongly believe that regeneration is the best option, but we need your support to make it a reality.

An artist's impression of what the new development might look like



The new homes

All new homes will meet minimum space standards set out by the Greater London Authority. Below are some examples of the sort of layouts that would be available on the new development. These plans are indicative and could change either as a result of the detailed design consultation process and/or any revision that is required as part of the planning approval process.



Two bed flat with separate kitchen

Floorspace:
Existing homes 72.2 sqm
New homes 72.2 sqm

Balcony:
Existing homes 2.8 sqm
New homes 7 sqm



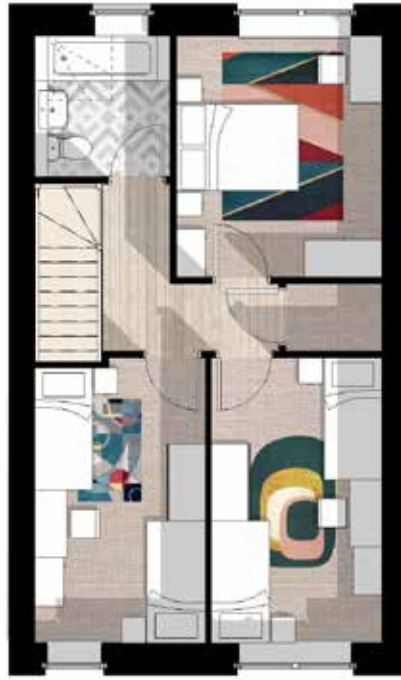
Two bed flat open plan

Floorspace:
Existing homes 72.2 sqm
New homes 72.2 sqm

Balcony:
Existing homes 2.8 sqm
New homes 7 sqm



Ground floor



First floor

Three bed duplex flat with separate kitchen

Floorspace:
Existing homes 83.3 sqm
New homes 102 sqm

Balcony:
Existing homes have no balcony
New homes 9 sqm



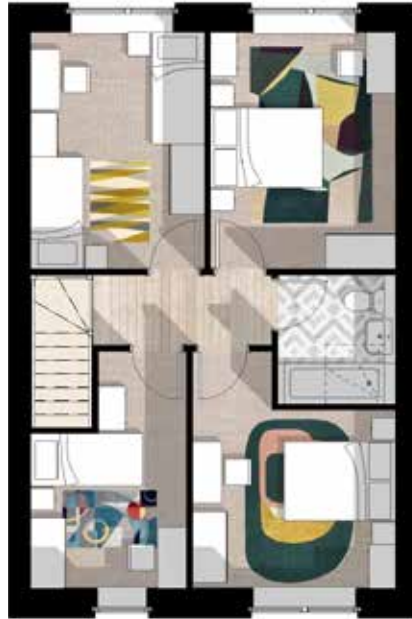
Three bed flat

Floorspace:
Existing homes 76.5 sqm
New homes 86 sqm

Balcony:
Existing homes 2.8 sqm
New homes 9 sqm



Ground floor



First floor

Four bed duplex flat

Existing homes 94.4 sqm
New homes 108 sqm

Balcony:
Existing homes 2.4 sqm
New homes 9 sqm

The design team working on this development have carried out similar projects in the past. The images below show some examples of the homes they have designed.



Your rights as a secure tenant

Remaining and returning:

All tenants will have the right to a tenancy of a newly built social rented home in the new development. They will continue to be a tenant of Tower Hamlets Council with their existing tenancy rights such as the right to buy and succession rights retained.

If tenants don't wish to remain in the new development, they will have a choice of permanent rehousing by bidding through the Choice Based Lettings Scheme for:

- **An existing council home elsewhere in Tower Hamlets, still as a secure tenant of the council with the same tenancy rights. Those who choose this option will not be able to return to the new development.**
- **A home with a housing association either in Tower Hamlets or another London borough (if available). Existing council tenancy rights would not be protected under this option.**

If a temporary move away from the estate is necessary, residents would still be entitled to a new home once the development has been completed. This is a right to return.

Rent and service charges

Rents for your new home:

Existing secure tenants who take

up the offer of a newly built home on the estate with Tower Hamlets Council will be charged 'social rents'.

This means that rents for the new council properties will be comparable with rents for council properties of a similar type and size, but they will reflect the fact that these are new homes. Rent levels may increase slightly and tenants will be made aware of rent levels prior to agreeing on any move.

Service charges (included in social rent):

Residents can only be recharged for services that they benefit from. The law is clear that only the actual cost of services can be passed on by the landlord. We are committed to making sure any charges are kept as low as possible and carry out regular reviews to ensure value for money.

Compensation

Council tenants who have been secure tenants for at least 12 months before a decant is agreed are entitled to home loss payments and disturbance allowances.

Home loss payment:

Tenants will be entitled to a home loss payment which is currently set at £6,400. The amount is set by the government and not by the council.

Disturbance allowance:

The council will also pay a disturbance allowance to ensure that you are not financially disadvantaged by the regeneration.

The disturbance allowance covers reasonable expenses for items such as removal costs, disconnection and reconnection of services including gas, electricity, telephone and re-direction of posts for three months.

Hidden households

The redevelopment will also allow the council to identify and rehouse 'hidden households' provided they meet certain criteria. 'Hidden households' are typically considered to be adult children of the tenant who are known by the council to have been living with the tenant or leaseholder for over a year.

Depending on their circumstances, these 'hidden households' will have the option to remain living as part of their parent(s) household, or to be registered independently on the council's housing register with additional priority for their own home as part of the rehousing process.

It is very important you read the rehousing guide that was sent in December for much more detailed information about your rights and rehousing options.

Your options as a leaseholder

Resident leaseholders:

Compensation

The council will purchase your property for the full open market value, plus a 10% statutory home loss payment. We will also reimburse you for the reasonable cost of your own independent valuer and their negotiation with the council, legal fees, stamp duty, financial advice and removal costs.

The council's key commitments include:

- **Resident leaseholders should not be made financially worse off as a result of the scheme.**
- **Resident leaseholders should be able to buy a suitable replacement home (with the same number of bedrooms) in the development, if this is your preference, at no extra cost.**

As a leaseholder, you will have the following options:

- **Buying a new home on the open market elsewhere**
- **Lease swap**
- **Buying a new home in the new development:**
 - **Outright**
 - **Shared equity**
 - **Part shared equity/part-rent**

Lease swap:

A leasehold swap is when the council offers you the option to relocate to another council owned property of similar age and value, providing you can acquire the full value of the new home.

Shared equity:

The option to purchase a new property as part of the redevelopment on a shared equity basis (with no rent payable on the portion of equity retained by the council).

Shared equity (Guarantee)

- If you invest the full market value of your existing home (the full amount you agree to sell it to the council for), then the council will guarantee you can use this to purchase one of the new homes (with the same number of bedrooms) and will charge no rent on the remaining share of the property not acquired, regardless of what percentage of the new home this amounts to.
- You are free to decide how to use your home loss payment (either to invest it in the new property or use it for other things).
- Any deductions from the agreed sale value (i.e. for service charge arrears or other personal debts secured against the property) will need to be repaid using either the home loss payment or other savings you may have.

Shared equity (Flexi)

- If you cannot invest the full market value of your existing home, you will be required to use whatever funds you receive from the sale of your existing property. If this exceeds 50 per cent of the value of the new property, you will not need to pay any rent.

- You will have the choice whether to invest your home loss payment in the home.

Part shared equity/part rent:

This option allows you to part own and part rent a newly built council home. This option is for homeowners who are unable to invest the full market value of their existing home (perhaps due to not being able to replace a mortgage or having other personal debt secured against the property).

- If the funds you receive from the sale of your existing property (minus deductions and debt repayments), as well as your full home loss payment, do not amount to 50 per cent of the value of a new home, you will be asked to pay rent on the unpurchased portion of the property up to the lower of:

50 per cent of the value of the new property, or

The full market value agreed for your existing property.

- You will be required to invest your full home loss payment, in order to get as close as possible to either of the two above thresholds (whichever is the lower).
- You are required to purchase a minimum of 25 per cent of the value of the new property.

- Rent will be charged at 2.75 per cent on the difference between the share purchase price and the full market value or 50 per cent of the value of the new property, whichever is lower.

Buying a larger property

Larger or smaller homes than the one you are currently in may be available to buy, but this cannot be guaranteed. These will cost more and you must demonstrate that you are in a position to buy a minimum share of at least 50 per cent of the market value.

Succession

Following discussion with the Resident's Panel, we have improved this element. Instead of permitting one succession of the shared equity or part shared equity/part rent home to an immediate family member; we will now allow two successions, before the council's share of equity must be repaid.

It is very important you read the rehousing guide for resident leaseholders that was sent in December for detailed information on your rights and rehousing options. This will be updated to reflect the improved offer after the ballot.

Hidden households:

Adult children or anyone living in a leasehold property who has been registered on the housing register for over one year prior to this Landlord Offer being published and who is in housing need (bands 1 & 2) will be offered a new council home in the proposed development at London Affordable Rent levels. This offer is limited to one applicant per property registered on the housing register in priority housing need.



Your options as a private tenant

Some of the homes in the development are proposed to be for either market rent or sale. If homes for market rent are built, then you would be given priority in the letting of these, subject to being able to pay the market rent and passing credit checks.

If you have been on the council's housing register and living on the estate for over one year prior to the publication of this document then you may be eligible for a direct offer of a new secure council tenancy on the estate at London Affordable Rent level. In order to be eligible for this offer, you will need to be assessed as being in priority housing need (bands 1 or 2). This offer is limited to one applicant per existing property.

If neither of the above solutions is appropriate for you, please speak to a member of the project team or contact the council's Housing Options service. Specialist officers will be able to advise you on your housing situation and any additional options available to you. You can contact the relevant team by calling 020 7364 5000 or by emailing homeless@towerhamlets.gov.uk



Timescales and phasing

Estimated planning submission date	November 2020
Estimated planning decision date	June/July 2021
Estimated start on site date	April 2022

We expect to submit a planning application in November 2020 if residents vote in favour of regeneration. The timeline enables the Project Team to continue to consult and engage residents in the detailed design for the estate. This will be done alongside consulting with the planners. Residents and the wider community will have further opportunities to comment on the proposals once the planning application is submitted

Based on statutory timescales and processes we estimate that planning consent will be issued in summer 2021. The process to procure and appoint a development partner or contractor will start as soon as planning consent is obtained and this could take approximately six months to complete.

Once a contractor/partner is on board, we could be on site within three to four months of the appointment. The development is likely to be carried out over three phases to minimise disruption to residents. The phasing plan and decant strategy will be developed further during the detailed design stage.



Having your say – the ballot process

The ballot will run from Wednesday 18th March to Thursday 9th April 2020.

Residents will be asked the following question:

Are you in favour of the proposal for the regeneration of Harriott, Apsley and Pattison Houses?

Anyone whose home could be affected by the proposals will be eligible to vote as long as they are aged 16 or above and fall into one of the following categories:

- Council tenants (including those with secure or probationary tenancies) named as a tenant on a tenancy agreement dated on or before 28 February 2020 which is the date this booklet was published.
- Resident leaseholders who have been living in their properties as their only or principal home for at least one year prior to 28 February 2020 and are named on the lease for their property.
- Any resident whose principal home is on the estate and who has been on the local authority's housing register for at least one year prior to 28 February 2020, irrespective of their current tenure.

Ballot papers will be posted to residents by Wednesday 18th March and you can vote as soon your voting pack arrives. Voting will close at 5pm on Thursday 9th April 2020.

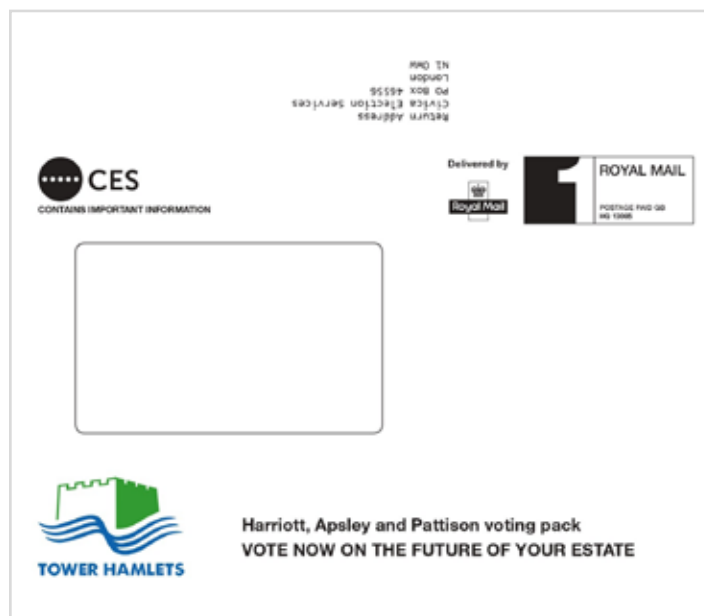
Those eligible to vote can do so by any of the following methods:

- Postal voting using the pre-paid reply envelope which will be provided in your voting pack. You must ensure that your postal vote has arrived before the deadline if it is to be counted.
- Online at www.CESvotes.com/HAP
- Telephone via the secure number listed on your ballot paper

Civica Election Services (CES) is an independent body that will run the ballot in line with guidance set out by the Greater London Authority. CES will issue, collect, verify and count the ballots.

The ballot result will be shared with residents after the 7th May elections, as the council is prohibited from making new announcements in the run-up to an election. CES will also send a confirmatory letter to all residents in the week following the 7th May.

As we get closer to the ballot start date, please look out for an envelope in the post which will look like the image below:



Contacts

For further information about the ballot or if you have lost/spoiled your ballot paper and require a replacement, please contact CES:

020 8889 9203

(weekdays 9am – 5pm)

support@cesvotes.com

For independent advice for residents, please contact PPCR:

0800 317 066 (Freephone)

info@ppcr.org.uk

Please contact the regeneration project team if you wish to discuss any aspect of this offer or have any questions:

020 7364 7799

housing.regeneration@towerhamlets.gov.uk


Information is also available online at
www.towerhamlets.gov.uk/HAP



By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

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<p>Cabinet</p> <p>31 January 2024</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Simon Baxter, Corporate Director, Communities</p>	<p>Classification: Part exempt</p>
<p>Victoria Park Licence to Occupy</p>	

Lead Member	Councillor Iqbal Hossain, Cabinet member for Culture & Recreation
Originating Officer(s)	Catherine Boyd, Head of Arts, Parks and Events
Wards affected	All wards
Key Decision?	Yes
Reason for Key Decision	Significant impact on wards
Forward Plan Notice Published	15/12/2023
Exempt information	<p>This report and/or its appendices include information that has been exempted from publication as the Monitoring Officer:</p> <ul style="list-style-type: none"> • has deemed that the information meets the definition of a category of exempt information as set out in the Council’s Access to Information Rules; and • has deemed that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. <p>The exempt information is contained in Appendix 1</p> <p>The exempt information falls into this category:</p> <p>Paragraph 3: Information relating to the financial or business affairs of any particular person (including the authority handling the information).</p>
Strategic Plan Priority / Outcome	4. Boosting culture, business, jobs, and leisure

Executive Summary

The Arts, Parks and Events team manages a range of community, commercial and corporate events across the Council’s parks and open spaces. This includes the Victoria Park Major Events programme. This report sets out the recommended

commercial approach for licensing major events in Victoria Park in 2024, 2025 and 2026, in line with the Council's Major Event Policy for Victoria Park. The report outlines the management arrangements and how these support the Council's Medium Term Financial Strategy.

It is proposed that the Council grants a licence to AEG Presents Limited to occupy areas of Victoria Park, at times to be specifically agreed, between April and September over a three-year calendar period (2024, 2025 and 2026). This approach will enable the Council to continue to maintain its parks and open spaces as central government grants reduce further over the coming years and provide increased opportunities for residents and visitors to engage with a wide range of events including free to access community event days.

Recommendations:

The Mayor in Cabinet is requested to consider the following recommendations:

1. Approve the option to enter into a three-year Licence to Occupy with AEG Presents Limited as required.
2. Authorise the Corporate Director of Communities to instruct the Director of Legal Services and Monitoring Officer, to execute and enter into all necessary agreements to give effect to the implementation of recommendation 1;
3. To note the Equalities specific considerations as set out in Paragraph 4.

1 REASONS FOR THE DECISIONS

- 1.1 AEG Presents Limited has approached the Council, requesting a licence to occupy parts of Victoria Park at times to be agreed during April to September for a term of three years (2024, 2025 and 2026) for a proposed 11 days of major events (or such other days that comply with the Council's Major Events Policy for Victoria Park) and up to eight days of community events plus additional days to be agreed for assembling and dismantling of any required facilities.
- 1.2 The decision to enter into a three-year Licence to Occupy with AEG Presents Limited for use of Victoria Park will enable the Council to receive a guaranteed rental fee (subject to a Premises Licence being granted).
- 1.3 The granting of the licence to occupy is a key decision as it may have a significant impact on the communities of two or more wards.
- 1.4 A three-year licence to occupy would enable the Council to test (with an experienced operator with a good track record) an increased number of large and major event days per year in Victoria Park, in line with the Council's Major Events Policy for Victoria Park.

- 1.5 AEG Presents Limited currently hold ten event days per year, of which six are paid entry commercial event days and four are free to access community event days. If the licence to occupy is granted for three years, AEG Presents Limited propose to hold 11 paid entry commercial event days per annum (five days in May/June and six in August) plus a further eight free to access community event days per annum (four in May/June and four in August).
- 1.6 AEG Presents Limited, subject to licensing, intend to operate one additional event weekend in May/June 2024 and increase this to two event weekends in May/June 2025 and 2026 by mutual agreement. The proposed new event dates would be in addition to the current All Points East and In the Neighbourhood event series, which is typically held in August. These additional event days will provide more opportunities for residents to benefit from cultural events, increase expenditure through the local economy and generate more income to support Council services including the upkeep of parks and open spaces.
- 1.7 Through the proposed three-year licence to occupy arrangement, the Council will be able to demonstrate that Victoria Park is a viable venue for an increased number of music focussed major events. Currently AEG Presents Limited operate six of their ten event days as major music event days and four as free to access community days. Their proposal is to increase this number to 11 music focussed event days and eight free to access community days over the three-year licence period, giving a total of 19 major and large event days per year.
- 1.8 Through the licence to occupy arrangement, AEG Presents Limited will be required to obtain a Premises Licence for the increased number of major music event days. AEG Presents Limited have a good track record of delivering events in Victoria Park in compliance with their Premises Licence conditions. By demonstrating that Victoria Park can successfully hold more event days per annum, in line with the Major Events Policy for Victoria Park, it is anticipated that the Council will receive more commercially advantageous offers for future licence to occupy/contract opportunities. Future opportunities would be made available to the market in late 2025 for a licence to occupy/contract commencing from 2027, by which point AEG Presents Limited will have (subject to obtaining a Premises Licence) delivered 11 paid entry commercial music focussed major event days and eight free to access community event days per annum in Victoria Park.

2 ALTERNATIVE OPTIONS

Not enter into a three-year licence to occupy with AEG Presents Limited:

- 2.1 If the Council does not enter into a three-year licence to occupy, then there would be a financial loss to the Council. Details of the loss of potential income to the Council is provided in exempt Appendix 1.
- 2.2 AEG Presents Limited have proposed a new event (starting with one weekend in 2024 and the potential to increase to two weekends in 2025 and 2026) on the basis that the Council enters into a three-year licence to occupy. This is due to the financial risk and resources required to extend their current programme from 10 event days to up to 19 event days per annum.
- 2.3 A three-year licence to occupy will enable the Council to test the viability (commercially and practically in relation to Premises Licence requirements) of increasing the number of large and major events held in Victoria Park before committing to a longer term (up to six years) commercial arrangement with other potential operators. Due to event planning lead in times and commercial considerations, it would not be possible to consider another event operator for summer 2024. Furthermore, under the current licence to occupy arrangement with AEG Presents Limited, no other competing music focussed events could be considered for summer 2024.

Ad-hoc Large-Scale Events

- 2.4 Prior to 2014, large-scale commercial event operators applied via the Council's Arts, Parks and Events team to hold ad-hoc events. This yielded less income and is a higher risk approach.
- 2.5 One-off event organisers are less invested in minimising impact on residents. This would risk causing greater disruption to local residents.
- 2.6 An ad-hoc approach would mean no guarantee of income and would therefore be deemed a high-risk approach. This approach would impact financial planning for the Arts, Parks and Events service delivery and the Council's Medium Term Finance Strategy planning.

3 DETAILS OF THE REPORT

- 3.1 In 2013 the first multi-year tender was awarded to Lovebox Festival Limited for three plus one year. In 2017, the Council went out to tender for a new contract from 2018 onwards for four plus one year, which was awarded to AEG Presents Limited. Due to the pandemic, and in line with procurement regulations, AEG Presents Limited was granted an extension of one year with 2023 being the last year of this contract arrangement.
- 3.2 In June 2023, officer authority was given to enter into a one-year licence to occupy arrangement with AEG Presents Limited to deliver 10 major event days in Victoria Park in the summer of 2024, whilst the Council undertook a review of the Victoria Park Major Events policy.
- 3.3 The review of the Major Events Policy for Victoria Park has been subject to the Council's governance process in line with the constitution. In the interim, AEG Presents Limited have submitted a proposal to extend their Licence to Occupy for 2024 from one year to three years. This arrangement would lead to a minimum increase of 28.8% and up to a 63.7% increase against the current income for the summer events at Victoria Park over the three-year period. Details of the income that the Council would receive from the licence to occupy is provided in exempt Appendix 1.
- 3.4 The proposal would see an increase in the number of major and large event days hosted in Victoria Park in line with the major events policy. For 2024 this would equate to a total of up to 14 days of large and major event days using the new events policy. Of the proposed 14 event days, nine would be paid entry commercial event days and five would free to access community event days. For 2025 and 2026, the proposal, by mutual agreement, would be for 19 large and major event days. Of the 19 days, 11 would be paid event days and eight would be free to enter community event days.
- 3.5 AEG Presents Limited would be committed to delivering at least one extra event weekend in May/June (subject to them obtaining a viable Premises Licence) in addition to their 10 event days typically held in August. By mutual agreement, the licence to occupy would enable the programme to extend to two event weekends in May/June in 2025 and 2026.
- 3.6 It should be noted that due to the available planning time, there is a risk that the May/June 2024 event may not go ahead, if a viable Premises Licence is not obtained or there are delays to the agreement being entered into that prevent AEG Presents Limited from finalising the arrangements for the additional 2024 event days.
- 3.7 The proposed three-year licence to occupy would allow the Council to gauge the market for whether an increase in major event days would be commercially and practically advantageous (including obtaining a viable Premises Licence). If the additional new event in May/June 2024 is successful, then AEG Presents Limited (subject to licence) could extend this to two event weekends in May/June 2025 by mutual agreement with the Council. Through this staggered increase in major event

days over 2024 and 2025, the Council will be able to demonstrate to future operators the commercial viability of Victoria Park, resulting in more commercially advantageous bids/licences. Future opportunities would be promoted in autumn 2025. This would leave sufficient time for potential operators to be appointed and to plan for their events programme from 2027 onwards and also enable the Council to demonstrate two summers of increased events in Victoria Park.

- 3.8 AEG Presents Limited has delivered a successful event programme throughout their contract with the Council, exceeding contractual obligations and improving their performance year-on-year. AEG Presents Limited's event planning and delivery will be monitored through a multi-agency planning process through which they will need to demonstrate to the police, licensing, health and safety (including environmental health) and other agencies that they are delivering their event plans.
- 3.9 All events delivered as part of the licence to occupy will be in line with the Council's Major Events Policy for Victoria Park and subject to licensing conditions (Licensing Act 2003).
- 3.10 Should the Council enter into a three-year agreement with AEG Presents Limited for three years, then the licence to occupy would preclude other competing music focussed events from being held in April to September each year. However, the Council could continue to programme other types of events including winter fairs, food festivals, comedy, corporate and private hire events.
- 3.11 A licence to occupy arrangement is a land use arrangement, which allows for the licence to use areas of Victoria Park for a set number of days per annum in return for a rental fee payable to the Council. Whilst the Council cannot stipulate any other benefits (i.e., community benefits), AEG Presents Limited, can decide to provide community benefits including free tickets and opportunities for local engagement. As part of their proposal, AEG Presents Limited have committed to provide free to access community event days, for which the Council will receive a hire fee.
- 3.12 Other benefits of the recommended three-year licence approach are:
- Guaranteed income over the licence to occupy period providing funding to maintain the quality of the Council's parks that would otherwise not be available under current budgeting arrangements and to provide a more solid basis for medium term financial planning.
 - Allows for testing of the market for an increase in the number of major event days before the Council commits to a potential six-year arrangement from 2027 onwards.
 - Improved local impact management and resident feedback arrangements to inform detailed planning for subsequent years events through one event organiser (rather than a roster of changing event organisers).

4 EQUALITIES IMPLICATIONS

- 4.1 Events income contributes significantly to the maintenance and provision of parks and open spaces across the borough, and the delivery of free to access

community cultural events. Parks, open spaces and events are open to all residents from all backgrounds and protected characteristics.

- 4.2 Income generated from a well-managed events programme in Victoria Park enables the Council to continue investing in parks and open spaces and free community events at a time of reducing budgets, thereby benefitting all residents.
- 4.3 Events have localised, time limited impacts. These are not considered to affect any particular protected characteristic disproportionately. Localised impacts are minimised through contractual requirements to continuously improve event management arrangements.

5 OTHER STATUTORY IMPLICATIONS

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

- Best Value Implications,
- Consultations,
- Environmental (including air quality),
- Risk Management,
- Crime Reduction,
- Safeguarding.
- Data Protection / Privacy Impact Assessment.

5.2 **Best Value Implications:** a multi-year licence to occupy would provide the Council with a minimum rental increase of 28.8% and up to 63.7% increase against the current income for the summer events at Victoria Park over the three year period.

A single event operator for major events in Victoria Park is considered the most effective use of resources, both in terms of staffing and asset use. The approach allows for more effective contract management arrangements, which could not be achieved with a multitude of contracts for smaller events.

5.3 **Consultations:** events with an attendance of more than 499 at any one time, which have regulated entertainment and or the provision of alcohol, require a Premises Licence. It is a statutory requirement for Premises Licence applicants to undertake a 28-day public consultation period. AEG Presents Limited will be obligated, through the Park Hire Application process and licence to occupy, to notify residents and premises within a set catchment area of Victoria Park in advance of the event. This notification will detail event dates and timings (including set up and take down), sound check timings, road closures and how to contact them to raise a query or make a complaint.

AEG Presents Limited have stated that they will hold community engagement meetings pre and post event to take into account any issues or suggestions by residents to inform their event planning and delivery arrangements.

Environmental (including air quality): as the events are held in public open spaces, consideration is given to reduce impact to residents and the park. Measures include effective site planning, ground protection and noise management procedures agreed with Environmental Protection. AEG Presents Limited, through the Park Hire Application process and licence to occupy, will be required to provide detailed site plans, demarcating ground protection measures, plus details of site services (including effective waste management and recycling). AEG Presents Limited are committed to operating sustainable events and would continue to seek to improve their practices to reduce the environmental impact of their events programme. AEG Presents Limited will also be charged an environmental impact fee that will be used to improve the park's infrastructure.

- 5.4 **Risk Management:** the recommendations of this report seek to mitigate budgetary risks by securing guaranteed events income for three years. This approach will provide a more stable and predictable environment for year-on-year budgeting.

If the Council were to go to market with an opportunity for a multi-year contact in 2024 rather than enter into a three-year licence to occupy with AEG Presents Limited, the commercial offers received are likely to be lower given that event operators will base their proposals on the established success of the venue and potential for additional events based on current / previous Premises Licences. The current Premises Licence for events in Victoria Park allows for six days at 75dBA (required for music concerts/events) and four days at 65dBA (not suitable for music focussed events). The proposed three-year licence to occupy will enable the Council to go to the market in the autumn of 2025, once an expanded events programme has been successfully delivered at Victoria Park in relation to the necessary Premises Licence conditions.

There is the potential risk that AEG Presents Limited would not obtain a viable Premises Licence to deliver their events (particularly the new proposed event series). This is a particular risk for May/June 2024 as there is not sufficient time to appeal a licence decision (if required) but less of a risk for 2025 and 2026 as there would be sufficient time for AEG Presents Limited to appeal a licence decision as required. The licence to occupy will require AEG Presents Limited to use reasonable endeavours to obtain a Premises Licence and are in a strong position to meet the licensing conditions given their proven track record in delivery well managed and safe events that are compliant with their current Premises Licence.

The risk of residents being impacted by poorly managed events is reduced as AEG Presents Limited has delivered a successful event programme throughout their contract with the Council, exceeding contractual obligations and improving their performance year-on-year. The Council can be confident

that, based on previous performance, an increased number of event days would be responsibly managed by AEG Presents Limited.

All major events are subject to multi-agency planning, including the relevant emergency services. In addition to the contractual requirements, the premises licensing process provides for further mitigation through licensing conditions. Through the event planning process, the event organiser will need to demonstrate that they have the resources and experience to safely plan and deliver their event with minimum impact to the park and residents. This includes providing, relative to the size and risk of the event, Event Management Plans; Crowd Management Plan; Noise Management Plan, Risk Assessment (including fire); Safeguarding Policy; Sustainability Plan; and adequate insurance.

- 5.5 **Crime Reduction:** AEG Presents Limited have made continuous improvements to their current event management arrangements in order to minimise any potential negative impact from major events. This has resulted in a reduction of adverse impacts and the current events programme has been confirmed as a low-crime event by the Metropolitan Police service. AEG Presents Limited are committed to building on these arrangements so they can expand their event programme.

AEG Presents Limited will be required to provide a Crowd Management Plan, which will be subject to review by the multi-agency planning group, which includes representatives from the Metropolitan Police Service. Through this process, event organisers will need to adequately demonstrate how they will meet the Licensing objectives (Licensing Act 2003). Detailed plans must be provided to document on site (event footprint) and off site (park and key external walking routes) arrangements to and from Victoria Park.

- 5.6 **Safeguarding:** through the licensing and multi-agency planning process, event organisers must provide detailed and robust arrangements and measures to protect children and vulnerable adults from harm. These plans are subject to review by the multi-agency planning group. As part of the Premises Licence application and multi-agency planning process the Council's Safeguarding and Quality Assurance Service team reviews safeguarding measures.
- 5.7 **Data Protection / Privacy Impact Assessment:** event organisers do not manage sensitive data held by the Council. They are responsible for compliance with the Data Protection Act 2018 (DPA 2018) and the Privacy and Electronic Communications Regulations 2003 (SI 2003/2426) and this responsibility is covered via the Park Hire Contract.

6 COMMENTS OF THE CHIEF FINANCE OFFICER

- 6.1 The report is seeking approval to grant a licence to AEG Presents Limited to occupy areas of Victoria Park to host a number of major and community events in the park over the next three years. The proposal would increase the number of events in the park.

- 6.2 Income targets from the current major events contract are included in the budget provision for Arts, Parks and Events. Having a guarantee through a longer-term licence will provide a guaranteed income stream and facilitate better planning and budget management.
- 6.3 The target for budget for Arts, Parks and Events is to be self-financing with an income target of circa £3 million. For 2024/25 additional savings identified for the service are contingent on the provision of an additional May/June 2024 event. Details of the income that the Council would receive from the licence is provided in exempt Appendix 1 to the report.
- 6.4 Additional income generation from maximum utilisation of London Borough of Tower Hamlets' assets is a driver to support the Council to deliver against its' Medium Term Financial Strategy and the approval of this license would contribute towards its achievement.

7 COMMENTS OF LEGAL SERVICES

- 7.1 This report does not give rise to any particular legal implications in respect of planning, licensing, etc. Specific advice on event licensing, planning and other issues will be given to the relevant Committee or Sub-Committee, as required.
- 7.2 Section 145 of the Local Government Act 1972 gives local authorities a power to do or arrange for the doing of anything necessary or expedient for the provision of any entertainment. This power includes the power to set aside or enclose any part of a park or pleasure ground that they own or that is under their control. This includes the power to allow such a part of a park or pleasure ground to be used by some other person, on payment or such other terms as the authority thinks fit and allows that other person to make charges for admission.
- 7.3 The Council has the power to grant a licence for the use of the land by virtue of Section One of the Localism Act 2011. The terms of the licence agreement will be agreed with AEG Presents Limited and will cater for standard occupation terms in order to protect the land, the receipt by the Council of the licence fee and ensure it is returned to the Council in an appropriate condition after use amongst other things. The agreement will prohibit unacceptable uses of the land in the usual manner.
- 7.4 AEG Presents Limited's stated intention is to use the land to provide events to the public but should AEG Presents Limited proceed with this intention this will be subject to obtaining the appropriate statutory permissions. Nothing in the agreement will affect amplify or fetter the Council's statutory duties in this regard in any way.
- 7.5 The agreement will not require AEG Presents Limited to undertake any activities on behalf of the Council or at the Council's behest beyond those activities normally required to safeguard and protects the Council's land.

- 7.6 The proposal for the use of the land submitted to the Council shows information relating to AEG Presents Limited's financial and business affairs and therefore the information is exempt for the purposes of Schedule 12A of the Local Government Act 1972. The release by the Council into the public domain may be actionable by AEG Presents Limited, which could significantly affect public funds. Therefore, the public interest in knowing the information is outweighed by the public interest in maintaining the exemption. Therefore, the proposal is not restated here.
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Linked Reports, Appendices and Background Documents

Linked Report

- N/A

Appendices

- Exempt Appendix 1.

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

- NONE

Officer contact details for documents:

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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