

Overview & Scrutiny Committee

Agenda

Tuesday, 23 July 2024 at 6.30 p.m.
Council Chamber - Town Hall, Whitechapel

Members:

Chair: Councillor Jahed Choudhury

Vice Chair: Councillor Bodrul Choudhury

Councillor Suluk Ahmed, Councillor Ahmodur Khan, Councillor Abdul Mannan, Councillor Bellal Uddin, Councillor Amina Ali, Councillor Asma Islam, Councillor Amy Lee and Councillor Nathalie Bienfait and Vacancy.

Co-opted Members:

Jahid Ahmed and Halima Islam

Substitutes: Councillor Ahmodul Kabir, Councillor Saif Uddin Khaled, Councillor Amin Rahman, Councillor Maisha Begum, Councillor Mufeedah Bustin, Councillor Marc Francis and Councillor James King

[The quorum for this body is 3 voting Members]

Contact for further enquiries:

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



Public Information

Viewing or Participating in Committee Meetings

The meeting will be broadcast live on the Council's website. A link to the website is detailed below. The press and public are encouraged to watch this meeting on line.

Please note: Whilst the meeting is open to the public, the public seating in the meeting room for observers may be limited due to health and safety measures. You are advised to contact the Democratic Services Officer to reserve a place.

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A Guide to Overview and Scrutiny Committee

The Local Government Act 2000 established the overview and scrutiny function for every council, with the key roles of:

- Scrutinising decisions before or after they are made or implemented
- Proposing new policies and commenting on draft policies, and
- Ensuring customer satisfaction and value for money.

The aim is to make the decision-making process more transparent, accountable and inclusive, and improve services for people by being responsive to their needs. Overview & Scrutiny membership is required to reflect the proportional political makeup of the council and, as well as council services, there are statutory powers to examine the impact of work undertaken by partnerships and outside bodies, including the Crime and Disorder Reduction Partnership and local health bodies.

In Tower Hamlets, the function is exercised by the Overview & Scrutiny Committee (OSC). The OSC considers issues from across the council and partnership remit. The Committee has 3 Sub-Committees:

- Children & Education Scrutiny Sub Committee
- Health & Adults Scrutiny Sub Committee
- Housing & Regeneration Scrutiny Sub Committee

The committee's quorum is three voting members.

Public Engagement

Meetings of the committee are open to the public to attend, and a timetable for meeting dates and deadlines can be found on the council's website.

Public Engagement OSC usually meets once per month (a few days before Cabinet, to allow scrutiny of decisions scheduled to be made there). These meetings are open to the public to attend, and a timetable for meeting dates and deadlines can be found on the Council's website. More detail of how residents can engage with Overview and Scrutiny are available [here](#)

London Borough of Tower Hamlets

Overview & Scrutiny Committee

Tuesday, 23 July 2024

6.30 p.m.

SECTION ONE

1. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTEREST AND OTHER INTERESTS (PAGES 7 - 8)

Members are reminded to consider the categories of interest 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, please see the attached note from the Monitoring Officer.

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

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

3. UNRESTRICTED MINUTES (PAGES 9 - 12)

To confirm as a correct record of the proceedings the unrestricted minutes of the meeting of the Overview and Scrutiny Committee held on 18 June 2024

4. OVERVIEW & SCRUTINY COMMITTEE QUERY AND ACTION LOG

5. UNRESTRICTED REPORTS 'CALLED IN'

To consider decisions of the Mayor from the meeting of Cabinet 10 July 2024 in respect of unrestricted reports on the agenda were 'called in'.

6. REQUESTS TO SUBMIT PETITIONS

To receive any petitions (to be notified at the meeting).

7. SCRUTINY SPOTLIGHT

7.1 Recycling Improvement Spotlight (Pages 13 - 52)

8. Target Operating Model

9. UNRESTRICTED REPORTS FOR CONSIDERATION

The following items are due to be considered at the Cabinet meeting 24 July 2024.
The committee is invited to consider the reports below:

9.1 Strategic Asset Management Plan 2024-29

10. VERBAL UPDATES FROM SCRUTINY LEADS

To hear updates from the Overview and Scrutiny Leads on their work across the Council.

11. PRE-DECISION SCRUTINY OF UNRESTRICTED CABINET PAPERS

To consider the agenda of the 24 July 2024 meeting of Cabinet and agree pre-decision scrutiny questions/comments.

The agenda can be found by following this [link](#).

12. FORTHCOMING DECISIONS (PAGES 69 - 104)

To review forthcoming decisions expected to be taken by the Mayor from the Executive Forward Plan and identify any areas for further Scrutiny for committee.

13. ANY OTHER UNRESTRICTED BUSINESS WHICH THE CHAIR CONSIDERS TO BE URGENT

To consider any other unrestricted business that the Chair considers to be urgent.

14. EXCLUSION OF THE PRESS AND PUBLIC

In view of the contents of the remaining items on the agenda the Committee is recommended to adopt the following motion:

“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 Papers)

The exempt 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.

SECTION TWO

15. EXEMPT/ CONFIDENTIAL MINUTES

Nil Items.

16. EXEMPT/ CONFIDENTIAL REPORTS 'CALLED IN'

To consider any decisions of the Mayor in Cabinet in respect of exempt/ confidential reports on the agenda were 'called in'.

17. PRE-DECISION SCRUTINY OF EXEMPT/ CONFIDENTIAL) CABINET PAPERS

To consider the exempt/ confidential agenda of the 24 July 2024 meeting of Cabinet and agree pre-decision scrutiny questions/comments.

18. ANY OTHER EXEMPT/ CONFIDENTIAL BUSINESS THAT THE CHAIR CONSIDERS URGENT

To consider any other exempt/ confidential business that the Chair considers to be urgent.

Next Meeting of the Overview & Scrutiny Committee

Tuesday, 10 September 2024 at 6.30 p.m. to be held 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 DPI dispensation or for an interest to be treated as sensitive interest.

(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.

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 OVERVIEW & SCRUTINY COMMITTEE

HELD AT 18:05 ON TUESDAY, 18 JUNE 2024

COUNCIL CHAMBER - TOWN HALL, WHITECHAPEL

Members Present in Person:

Councillor Jahed Choudhury	
Councillor Bodrul Choudhury	Scrutiny Lead for Housing and Regeneration
Councillor Suluk Ahmed	Scrutiny Lead for Community Safety
Councillor Ahmodur Khan	Scrutiny Lead for Resources
Councillor Abdul Mannan	Scrutiny Lead for Children and Education
Councillor Bellal Uddin	Scrutiny Lead for Adults and Health Services
Councillor Sabina Akhtar	
Councillor Amina Ali	
Councillor Asma Islam	
Councillor Amy Lee	
Councillor Nathalie Bienfait	Scrutiny Lead for Environment and the Climate Emergency

Other Councillors Present in Person:

Councillor Marc Francis	
Councillor Kamrul Hussain	Cabinet Member for Culture and Recreation
Councillor Kabir Ahmed	Cabinet Member for Regeneration, Inclusive Development and Housebuilding

Co-optees Present in Person:

Jahid Ahmed

Co-optees In Attendance Virtually:

Halima Islam

Officers Present in Person:

Jahur Ali	(Director of Culture)
Catherine Boyd	(Head Of Arts Parks & Events)
Daniel Kerr	(Strategy and Policy Lead)
Thomas French	(Democratic Services Officer (Committees))

Officers In Attendance Virtually:

Afazul Hoque (Head of Corporate Strategy & Communities)

1. APOLOGIES FOR ABSENCE

None.

2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTEREST AND OTHER INTERESTS

Councillor's Islam, Ali and Bienfait declared non-disclosable pecuniary interest in item 3.1

3. UNRESTRICTED REPORTS 'CALLED IN'

3.1 Victoria Park Licence to Occupy

The Chair welcomed residents from the Victoria Park Friends to make a verbal presentation to the committee, highlighting the lack of meaningful consultation around the large events and the importance of the park for the community.

The committee made the following comments and questions:

- What would meaningful consultation mean to residents? Residents felt currently, finding out about licensing is seeing a notice pinned up on a fence, so improving on this would be a great start. Engaging with park uses and residents to understand the impact large scale projects would help and stating mitigations that have been put in place.
- The council plans to put in place community days within the park, how effective will this be? Residents stated that the council has run these events in the past with commercial partners, which has seen success, including increased event infrastructure for the bandstand and allowing residents to bring their own food and drink to community events. However increased commercial events in the park will have a huge impact on residents without their own gardens who need access to green space, which community days will not be supportive enough of.
- The council sent out over 1500 consultation letters to residents about the large events planned in the park, but only received around 3 back, what is the resident view on this? Was it made clear that the council will generate a lot of revenue to fund council services? This is along with online advertisement as well. Residents detailed that as the council has been running events for so long in the park, not many residents would just respond to these letters without incentive, however residents do feel the increased events will have an impact. While it will generate revenue, this is not the primary purpose of the park, which is for public recreation.
- Where residents aware of the possibility of the contract being extended? Residents confirmed that they were aware of the extension, but they thought it would go out to public tender instead.
- As only a small part of the park will be used by the large events, do residents not see any benefits to the park being used in this way? Residents corrected the statement, saying it is around 40 per cent of the usable area will be taken up by events. There are of course

benefits, many residents are looking forward to events, but as many residents rely on the park, the benefits do come at a cost to residents in social housing who rely on the park.

Cllr Marc Francis presented the reasons for call-in on behalf of the Call-in members and proposed alternative course of action as set out in the report.

Cllr Marc Francis questioned comments made by Cllr Bodrul Choudhury about 1500 consultation letters being sent out to residents, from the council, when it does not appear this was the case.

The committee made the following comments and questions:

- As a local councillor, why do you feel this decision should be sent back to the Mayor? Cllr Francis stated no resident is against events in Victoria Park, however the level of events will be incredibly disruptive to residents. While some residents plan holidays around these events, the majority of residents have to endure this disruption and their access to the park limited. As the events are due to increase, the distribution will only worsen.
- Do you feel these events will make the borough more of a “go to” area for visitors? Cllr Francis disagreed, stated the borough is already a go to area for visitors. The events have been a success in the past, but it has been overstated just how much financial gain residents will see out of these increased events.
- There have been many complaints made around the previous events made from residents. Do you think the council is going in the right direction, as it will raise a lot of money for the council? Cllr Francis stated that the financial actions of the current administration has led to the amount of events being raised in the park. But what did the event partners do with these complaints, what was resolved? Many residents have had to put up with issues for years. If the Mayor thought this was a strong decision, he would have run a consultation to see the positive feedback.

Cllr Kamrul Hussain, Cabinet Member for Culture and Recreation, with Cllr Kabir Ahmed, Cabinet Member for Regeneration, Inclusive Development and Housebuilding for and Jahur Ali, Director of Culture, Catherine Boyd, Head Of Arts Parks & Events, set out the context of the Cabinet Decision and reviewed the key elements of the decision.

The committee made the following comments and questions:

- Members stated concern that Cllr Kabir Ahmed, who was not the lead member at the time of the decision or at the time of this committee meeting, has been allowed to speak on the decision, on behalf of the Mayor.
- Victoria Park is an asset, what discussion was had with commercial partners to get the most out of the park? Officers stated that while a lot of discussions are commercially sensitive, but funds have been put aside to allow for environmental impact work and investment in the park.

- Why did the council decide not to hold engagement with the public? Why did the council not negotiate with commercial partners to engage with residents? Cllr Kabir Ahmed detailed that there have been some forms of consultation, but a lot of the discussions of the contract have of course been away from residents.
- How has the council listened to resident concerns with the events? Cllr Kamrul Hussain detailed what commercial partners must demonstrate in order to run events in Victoria Park, and the continuing meeting that will happen across the contract.
- What have commercial partners offered residents and local businesses? Cllr Kamrul Hussain highlighted the free community events that will be held in Victoria Park.
- What was the actual engagement with residents that has been carried out? As there have been a lot of numbers of letters stated in the meeting so far? Officers detailed the 1500 letters were delivered by the Licensing Authority during the licensing process. There will be continued engagement throughout the length of the contract.
- How does the lead member feel about the lack of the consultation to residents around these events? Cllr Kamrul Hussain stated that he feels confident around the process and is happy that the events will ensure the council will not end up like local authorities around the country, who are struggling financially.
- Can the lead member and officers speak to the council control over the events contract will it be monitored and is there a break clause? Officers confirmed the process around monitoring the contract, including noise levels and liaising with health and safety for events. Complaints will be logged and monitored, working with colleagues in environmental health. The contract includes a guaranteed fee, even if events do not go ahead, for whatever reason, but unless the contract is breached, there is no break clause.
- The lead member should confirm he will be working with residents around Victoria Park, to engage with their concerns.

After hearing from the Call-in Members, Lead Member and officers, the Committee considered the reasons for the Call-in and discussed if the committee should take further action.

DECISION

The Committee **RESOLVED** that no further action would be taken on the call in.

The meeting ended at 19:56

Chair, Councillor Jahed Choudhury
Overview & Scrutiny Committee

<p style="text-align: center;">Overview and Scrutiny Committee</p> <p style="text-align: center;">23 July 2024</p>	 <p style="text-align: center;">TOWER HAMLETS</p>
<p>Report of: Simon Baxter, Corporate Director, Communities</p>	<p>Classification: Unrestricted</p>
<p style="text-align: center;">Recycling Improvement Spotlight</p>	

Executive Summary

The Overview and Scrutiny Committee (OSC) identified Recycling Performance as an area for further consideration as part of its scrutiny of the Annual Strategic Delivery and Performance 2023/24 report at its meeting on 9 July 2024.

The Reduction and Recycling Plan (RRP) 2023-2025 was approved by Cabinet in September 2023. It covers a two-year period from April 2023 to the end of March 2025 and sets out the Council's ambition to achieve a 23% recycling rate.

Progress reports are provided to Cabinet on a quarterly basis detailing achievements that have been made within the plan. As part of its spotlight on Recycling Improvements, this report presents to OSC the Reduction and Recycling Plan Progress Report - Quarter 4, 2023/24.

The focus in Quarter 4 has been on improved service delivery, continued roll out of the flats recycling package and development of new communication, engagement and outreach plans with mosques, schools and community groups to drive recycling behaviour change.

Improvements in recycling performance will be seen from Quarter 2 2024-2025 onwards, as the combined impact of planned activity starts to drive recycling behaviour change. This will include ongoing development of targeted estate by estate approaches to incentivise recycling and reduce contamination.

Key Initiatives within our RRP include:


- Over £2 million investment, to roll-out of flats recycling improvement project across 2160 blocks of flats.
- Focus on making sure people have access to recycling bins and bags.
- Re-focused communication campaigning to leverage more community engagement and behaviour change to increase household waste reduction, re-use and recycling activity. These will include high visibility fun day events, incentivisation and a competition for schools. We are working in partnership with East London Mosque on a programme of activities. We are delivering recycling education sessions in schools, targeted estates contamination

engagement and recycling stalls, presentations and events held in partnership with community groups and landlords/managing agents.

Recommendations:

Overview & Scrutiny is recommended to:

1. Note and comment on Reduction and Recycling Plan Progress Report - Quarter 4, 2023/24
2. Identify actions the Council can take to improve Recycling performance

<p>Cabinet</p> <p>Wednesday 24 July 2024</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Simon Baxter, Corporate Director, Communities</p>	<p>Classification: Open (Unrestricted)</p>
<p>Reduction and Recycling Plan Progress Report - Quarter 4, 2023/24</p>	

Executive Summary

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Progress reports are provided to Cabinet on a quarterly basis detailing achievements that have been made within the plan. The attached Quarter 4 report is presented to Cabinet for note.

The focus in Quarter 4 has been on improved service delivery, continued roll out of the flats recycling package and development of new communication, engagement and outreach plans with mosques, schools and community groups to drive recycling behaviour change.

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Recommendations:

The Mayor in Cabinet is recommended to:

1. Note the Reduction and Recycling Plan 2023-2025, Quarter 4 2024 Progress Report

1 **REASONS FOR THE DECISIONS**

- 1.1 A quarterly progress report was requested as a recommendation of the approval of the RRP at September Cabinet.

2 **ALTERNATIVE OPTIONS**

- 2.1 This is noting report and there are no alternative options.

3 **DETAILS OF THE REPORT**

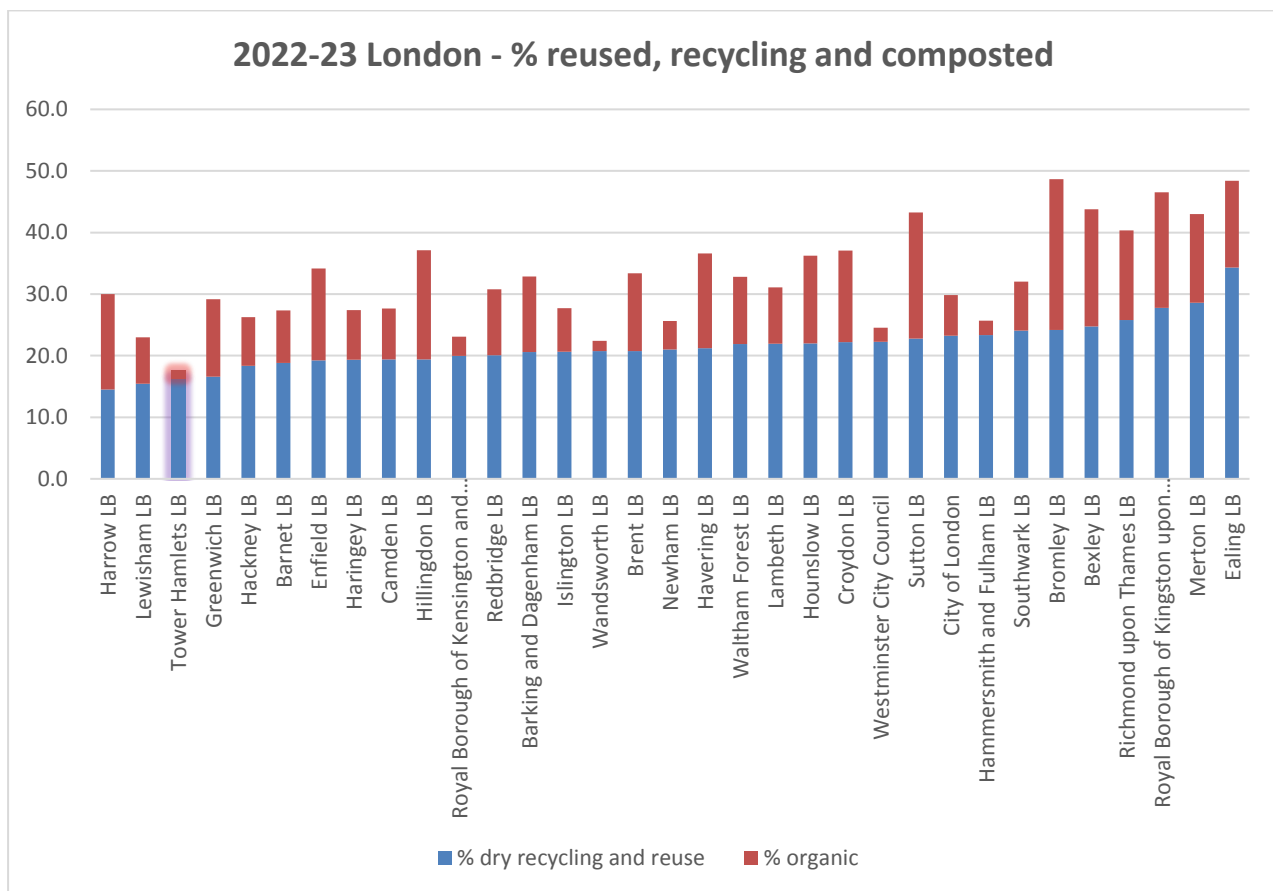
- 3.1 The Reduction and Recycling Plan 2023-2025 (RRP), Quarter 4 2023/24 Progress Report (Appendix 1) provides an update on recycling performance with commentary and sets out the progress and achievements against priorities and actions. The report describes:
 - RRP background
 - Recycling Performance
 - RRP priorities and actions
 - Other actions and progress

Progress summary and context

- 3.2 The GLA requires all London authorities to have a Reduction and Recycling Plan (RRP) showing that they are in general conformity with the London Environment Strategy.
- 3.3 The Office for Local Government (Oflog) waste management performance measures are 1. Proportion of household waste sent for recycling, 2. Residual waste per household and 3. Contamination rate of recycling – calculated as the estimated proportion that is rejected of the total amount of household waste sent for recycling.

Household recycling rate	
Target	23% by March 2025
Outturn 23/24 (provisional subject to WasteDataFlow audit)	16%

- 3.4 Tonnage delivered for dry recycling to Bywaters makes up the largest component of our recycling. In 2023/24 70 tonnes less was sent to Bywaters than the previous year. The strike in September had a significant impact on recycling tonnage collected. However, for Quarter 4 2023/24 there was a significant upturn, with 248 tonnes more dry recycling delivered compared to the same period 2022/23.
- 3.5 The average contamination percentage was higher in 2023/24 (at 30%) than in 2022/23 (at 27.26%). While significant progress has been made on actions within the RRP, it will take time for some of these to have an impact on the recycling performance.
- 3.6 London benchmarking



The table above shows the percentages of dry recycling and organic waste recycled, reused or composted across London in 2022-23. This is the most recent full year which has been audited by DEFRA.

Tower Hamlets ranked 31 out of 33 for dry recycling. For organic waste Tower Hamlets ranked 33 out of 33 for organic waste, due to the high proportion of flatted properties without gardens and food waste collections.

- 3.7 The population density, fast population growth and high proportion of flatted properties poses significant challenges for waste and recycling services, along with the growth in the nighttime economy. The residual waste tonnage

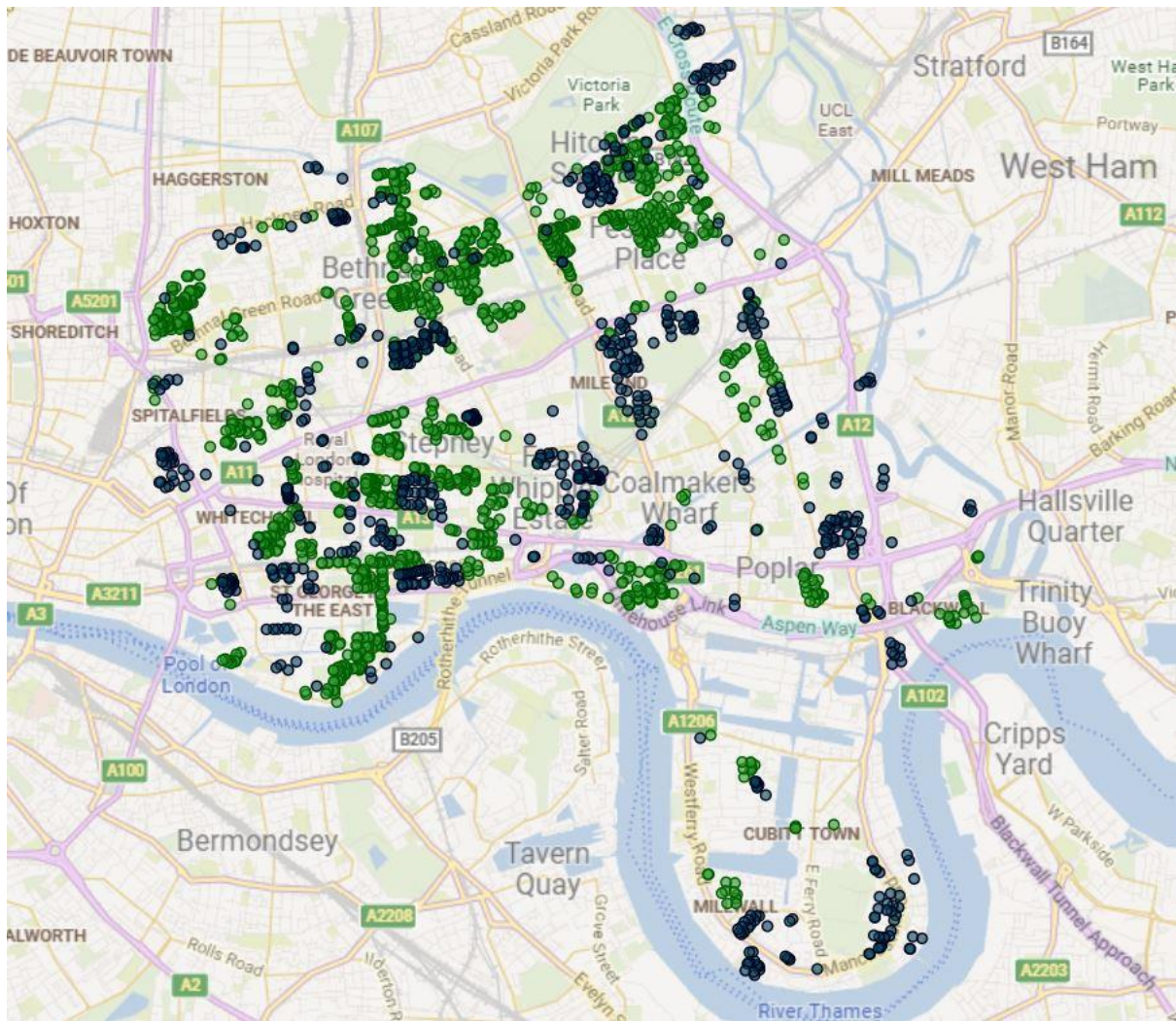
increases in higher proportion every year, compared to the dry mixed recycling, which has only grown marginally. The property growth has a direct impact on the increase of the household residual waste generated. The total number of dwellings given by WasteDataFlow in 2023-24 is 144,240, whereas, in 2022-23, this number was 140,210. This is a 2.87% increase from last year.

Increasing recycling and reducing contamination

- 3.8 The Flats Recycling Project (FRP) is working with managing agents/landlords to increase recycling storage capacities, improve recycling bin accessibility and improve communications at blocks of flats across the borough. Infrastructure improvements including new bins, additional bins and signage are being rolled out.

FRP results (Target 2170 blocks with improvement by March 2024/25)	
Blocks surveyed	1448
Blocks with improvements rolled out	921
Number of managing agents met with	58
Number of managing agents/landlords who have agreed to improvements	34

The map below shows the location of blocks surveyed (blue) and blocks with improvements (green)



- 3.9 The food waste collection service currently covers all low-rise properties however, our recent monitoring indicates that only around a quarter of households are taking part in the service. Analysis of our waste composition indicates that about 34% of residual waste is food waste. The communications plan is underway. A webform is in the final stages of development which will enable residents to order their kitchen and outdoor food waste caddies online. A new leaflet has been developed and the website is being updated. Targeted repromotion of the service will take place in June to October with 7133 properties leafleted and a target of 2377 of these properties taking part in the service.
- 3.10 We are working with schools to help them to recycling more of their waste. So far 60 schools have been surveyed with 38 schools receiving additional recycling bins and/or recycling bin repairs. 28 schools have signed up to recommence food waste recycling collections. We are looking to run a poster competition at schools in the Autumn, to engage pupils in recycling at school and take the message home.
- 3.11 46 engagement events were delivered in 23/24, see table below for a breakdown by event type.

Event type	Number delivered
Recycling information stall at community events/Idea Stores	15
Swap events	8
Repair and waste reduction workshops	7
Education sessions at schools	6
Staff pod session	1
Recycling champion MRF tour or workshop	3
Caretaker engagement sessions	5
Managing agent workshop	1
Total	46

3.12 The recycling champions network now has 104 residents signed up. We are looking to increase active participation in the scheme by running “Improve recycling where you live” workshops, inviting volunteers to help with all engagement activities and incentivising volunteers by organising social “thank you” events, offering participation-based certificates and entry into prize draws.

3.13 The “Let’s Rethink it” ran throughout the year and included outdoor, social media and programmatic advertising.

3.13 Communication and engagement delivery plan outline

The table below provides the current and provisional communications and engagements activities that have been scheduled.

Month	Recycling
April	<ul style="list-style-type: none"> • Flats recycling project promotions
May	<ul style="list-style-type: none"> • Recycling stall – ISW • Recycling champions newsletter • Flats recycling project promotions
June	<ul style="list-style-type: none"> • Flats recycling project promotions • Volunteer Fair – recycling champions promotion • Interfaith Forum presentation (confirmed) • Properties without bins - leaflets and sacks delivered • RSL meeting presentation (delivered) • MRF tour and workshop – recycling champions • June 22: clothes and book swap with repair workshops
July	<ul style="list-style-type: none"> • 5 July: ELM sermon, stall and videos (confirmed) • 13 July: Boundary recycling fun day (confirmed) • Recycling stalls – Council estate neighbourhood fun day x1 • Flats recycling project promotions • Recycling champions newsletter • Contamination project engagement

	<ul style="list-style-type: none"> • Properties without bins - leaflets and sacks delivered (confirmed) • School engagement sessions (2)
August	<ul style="list-style-type: none"> • Recycling stalls – Council estate neighbourhood fun day x5 • Flats recycling project promotions • Contamination project engagement • Low-rise food waste repromotion • Recycling champion workshop • Focus group at East London Mosque

September	<ul style="list-style-type: none"> • 13th September: ELM sermon, stall and videos • Flats recycling project repromotions • Recycle Week event • Recycle Week social media promotions • Low-rise food waste repromotions • School engagement sessions (2-3) • ELM: sermon, stall, videos • Contamination project engagement • Thank you event – Recycling Champion and Street Leaders (confirmed) • Incentive scheme launch (provisional) • Recycling champions newsletter • RSL meeting presentation • Summit at East London Mosque – 24 September (provisional)
October	<ul style="list-style-type: none"> • Flats recycling project promotions • Schools engagement sessions (2-3) • Low-rise food waste promotions (provisional) • Recycling champions workshop (provisional) • Focus group at East London Mosque • Recycling stall (TBC)
November	<ul style="list-style-type: none"> • Flats recycling project promotions • School engagement sessions (x3 provisional) • Recycling champions newsletter
December	<ul style="list-style-type: none"> • 13th December: ELM sermon, stall and videos • Flats recycling project promotions • Social media/website: Christmas waste and recycling communications • Recycling stall (TBC)
January	<ul style="list-style-type: none"> • Buy nothing new month: Clothing and book swap • School engagement sessions (2-3) • Recycling champion workshop • Christmas tree collection promotions • Recycling champions newsletter • Recycling stall (TBC)
February	<ul style="list-style-type: none"> • 7th February: sermons, stalls and videos • School engagement sessions (2-3) • Social media/website: Pre- Eid al-Fitr communications • Recycling stall (TBC)
March	<ul style="list-style-type: none"> • Repair week: repair workshops • School engagement sessions (2-3) • Thank you event – Recycling Champions and Street Leaders • Spring compost bin offer and garden waste service promotion • Recycling champions newsletter • Recycling stall (TBC)

3.14 Progress has been made develop a partnership with East London Mosque to help deliver key messages about faith and the environment. A sermon (Friday prayers congregation is approximately 10,000), stall, videos inside the mosque will commence in July. The programme is also set to include a roadshow of workshops, training sessions, school engagement, a summit (target 5000 people), social media activity, focus groups and Interfaith Forum work.

3.15 The Reduction and Recycling communication campaign in development will include partnership working at local mosques, schools and estates, within a set area.

- 3.16 We are working with ReLondon on developing our service standards and policies, with a view to ensuring that everyone understands their roles and responsibilities about waste, recycling and contamination. A new recycling and waste collection service standards and policy document has been drafted. A recycling and waste collections workshop with managing agents was held in March to discuss roles and responsibilities and improve partnership working.
- 3.17 We have been using information provided by Waste Operations Team and Flats Recycling Team to identify areas with high contamination. We will be selecting 6 estates on Round 7, as this round has the highest contamination. We will deliver engagement using the green/red card notifications and improvement plans, with before and after monitoring.

For each estate, engagement activities will be:

- Red letter to TH Housing notifying them of the contamination problem on the estate
- Red letter and leaflet to residents notifying them of the contamination problem
- Site visit with caretaking team on estate
- Door-knocking or recycling stall on estate

Monitoring will include:

- Round 7 contamination data monitoring
- Before and after visual check of the bins
- Resident survey

3.18 Other communications projects in progress include:

- Boundary Estate Fun Day with recycling themed stalls and activities 6 other Neighbourhood events at Council housing estates
- Internal Council Recycling campaign development
- Recycling Incentive Scheme pilot development

We are investigating the use of the FiFiLi app to trial an incentive scheme. The concept is that one person per household can report their recycling behaviours by sending in a photo. Points are allocated to different behaviour types. Fortnightly voucher prize given at random and monthly voucher prize to the entry with the most points.

Only residents on one specific collection round to have access to the scheme, so that we can monitor the impacts on recycling tonnage.

Recycling behaviours to include:

- Recycling in a clear sack (photo)
- Recycle using a reusable recycling container (for those with bins) – (photo)
- Flatten cardboard box for recycling (photo)

- Rinsed glass jar for recycling (photo)
- Rinsed plastic food container for recycling (photo)
- Attend a Council organised recycling event (scan QR code)

We will also look to run focussed participation prize draws with the requirement to be signed up as a volunteer. Participation in one of our designated activities automatically enters you into a monthly prize draw for a voucher award.

3.19 The Mayors Waste Investment Plan has been developed to improve waste services and street cleanliness across the borough. While this funding will primarily focus on service improvements in the waste and street cleansing service (including the recruitment of new frontline staff, procurement of new vehicles, and increasing service efficiency), the recycling team is identifying opportunities to integrate and proliferate messages about recycling through to frontline workers, businesses, and residents.

3.20 The recycling collection teams will be receiving training which aims to re-energise crews and improve performance of the collection rounds, with performance results regularly fed back to the teams.

Expected performance contributions from RRP actions

3.21 To reach the target set in the RRP we need to increase the recycling rate from 16% to 23% by the March 2025. We need to collect an estimated extra 6674 tonnes of recycling to achieve this goal.

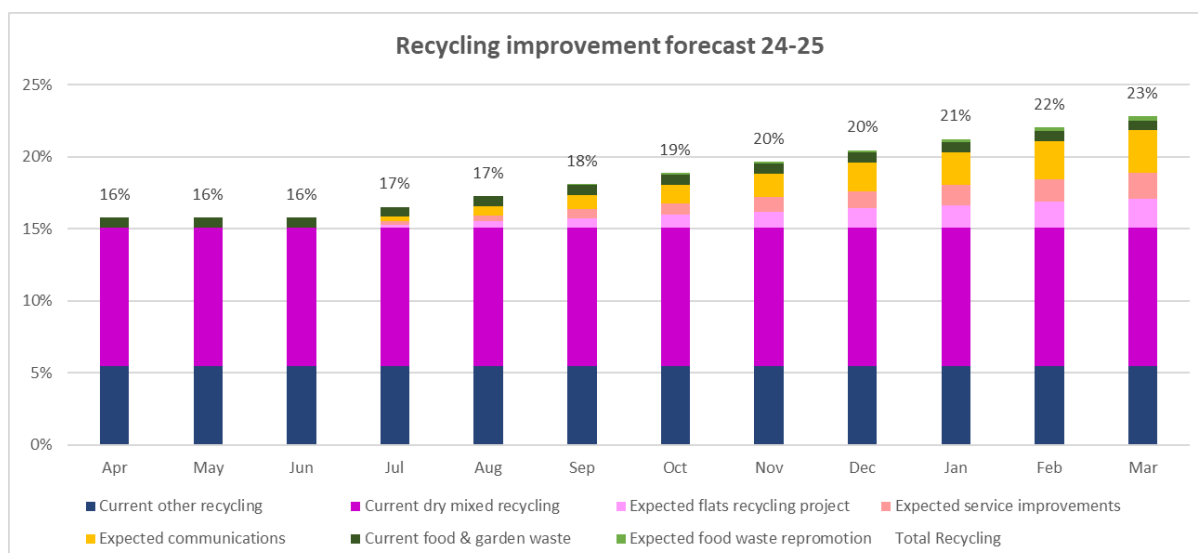
3.22 The table below set out the expected performance to be gained by our current and planned improvement initiatives.

Expected Performance – Current RRP projects

Project	Expected result
Current performance	16%
Flats Recycling Project	<p>2% increase by March 2025</p> <p>We expect at least 2080 more tonnes of recycling to be collected per year by March 2025.</p> <p>We also expect a reduction in contamination.</p>
Active repromotion of the kerbside food waste service	<p>0.25% increase in recycling by end March 2025</p> <p>We expect 250 more tonnes of recycling per year.</p> <p>Increased participation to 25%-30%.</p>

Other service improvement activities, including route optimisation, flats above shops and recycling sack delivery plan	We expect this to deliver a 1.8% increase. We expect 1,800 more tonnes of recycling per year
Communication and engagement activities such as East London Mosque project, Contamination project communications, flats recycling project, fun day recycling stalls, school assemblies and recycling crew engagement	We expect these activities to close the remaining gap 2.95% gap to 23%. We expect 2,950 more tonnes of recycling per year
Target (March 2025)	23%

The Recycling Improvement forecast 24-25 graph below sets out the current and expected recycling improvements month on month for each workstream.



Expected Performance – Communications and engagement activities

- 3.23 Whilst it is difficult to quantify the impact that communication and engagement work has on the recycling rate, ReLondon research tells us that regular and on-going communication and engagement is needed to improve recycling knowledge and particularly to maintain motivation.
- 3.24 The work with East London Mosque referenced above in 3.13 will reach a large audience. Friday prayers congregation is 10,000 and weekly footfall across the mosque is 36,000.

4 EQUALITIES IMPLICATIONS

- 4.1 An equalities assessment was undertaken for the RRP, please refer to Appendix 2.
- 4.2 No other implications have been identified.

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.

Environmental (including air quality)

- 5.2 The council's waste management services contribute to the protection of the environment and protecting human health through the promotion of waste minimisation and effective management of waste arising in the borough.
- 5.3 The focus of the RRP is to move waste up the waste hierarchy by providing residents and businesses in the borough with greater access to services that will allow and encourage them to waste less, reuse and recycle more. This will contribute to the council's efforts to mitigate the impacts of climate change by reducing the carbon footprint of the council's waste management services.
- 5.4 The RRP also looks to support the achievement of the council's air quality action plan objectives through the incorporation of the council's plans to green the waste services vehicle fleet.

Risk Management

- 5.5 Some actions set out in section three of the RRP seek to address some of the expected upcoming Government reforms. However, implementation of these actions is subject to further clarity from Government, access to funding and the ability to address operational and waste treatment issues as identified in the RRP, specifically action LB Tower Hamlets #4.

6 COMMENTS OF THE CHIEF FINANCE OFFICER

- 6.1 This is a noting report providing a quarterly update on the delivery of the Reduction and Recycling Plan (RRP) 2023-2025 and as such there are no financial implications emanating from it. Costs associated with its delivery are met from existing budget provision.

7 COMMENTS OF LEGAL SERVICES

- 7.1 Pursuant to s.355 of the Greater London Authority Act 1999, the Council must:

Act in general conformity with the provisions of the London Environment Strategy dealing with municipal waste management, save to the extent that compliance does not impose excessive additional costs on the authority.

Act in accordance with any guidance from the Secretary of State for determining what is to be regarded as acting in general conformity or imposing excessive additional costs.

- 7.2 Pursuant to s.356 of the Greater London Authority Act 1999, the Mayor of London can give a direction requiring the Council to take action if he considers it necessary for the purposes of the implementation of the London Environment Strategy. The Council must comply with any such direction.

Linked Reports, Appendices and Background Documents

Linked Report

- [Reduction and Recycling Plan 2023-2025](#)

Appendices

- RRP Qtr4 Progress Report

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

- State NONE if none.

Officer contact details for documents:

Louise Houston, Environmental Services Improvement Team Leader
Richard Williams, Head of Operational Services

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Reduction and Recycling Plan 2023-2025

Quarter 4 2024 Progress Report

[Publish Date]

1 Background

The waste Reduction and Recycling Plan (RRP) is a requirement set by the GLA to ensure all London authorities are in general conformity with the London Environment Strategy. The current RRP includes environmental metrics drawn from the previous reporting cycle (2018-2022) along with a cross-cutting action plan drawn from our Strategic Plan and Tower Hamlets Waste Management Strategy. It covers a two-year period from April 2023 to the end of March 2025 and sets out our ambition to achieve a 23% recycling rate.

The main objective of the RRP is to move waste up the waste hierarchy by providing residents and businesses in the borough with greater access to services that will allow and encourage them to waste less, reuse and recycle more. This will contribute to the council's efforts to mitigate the impacts of climate change by reducing the carbon footprint of the council's waste management services.

Key Initiatives within our RRP include:

- Over £2 million investment, to roll-out of flats recycling improvement project across 2160 blocks of flats.
- Focus on making sure people have access to recycling bins and bags.
- Re-focused communication campaigning to leverage more community engagement and behaviour change to increase household waste reduction, re-use and recycling activity. This will include partnership working with East London Mosque, delivery of recycling education sessions in schools, targeted estates contamination engagement, recycling champion workshops, recycling stalls, presentations and events held in partnership with community groups and landlords/managing agents.

The RRP also looks to support the achievement of the council's air quality action plan objectives through the incorporation of the council's plans to green the waste services vehicle fleet.

The RRP is key to delivery of Strategic Plan “Priority 7: A clean and green future”.

Priority Theme	Pledge/Policy	Year	Annual deliverable
Priority 7: A Clean and Green Future	Work with the service to deliver further improvements, including education on recycling	2023-24	Deliver a programme of behaviour change initiatives including the flat recycling project, the recycling champions network, a recycling communication campaign and waste reduction, re-use events and workshops

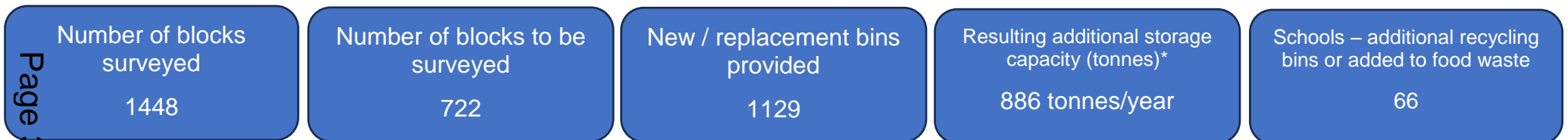
[Read the full RRP](#)

Key Stats Summary

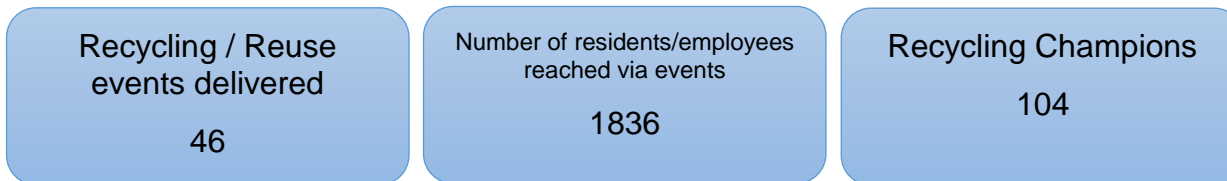


Flats Recycling Project – infrastructure improvements

Schools



Engagement



*Bins full of clean dry recycling.

2 Recycling performance 2023/24

The household recycling rate from April to March 2024 is 16%. The household recycling rate set for 2025 is 23%. The total household waste collected was 94,268 tonnes, of which 14,905 tonnes were recycled, reused or composted.

The Local Authority Collected Waste (LACW) recycling rate includes all waste collected and recycled by the Council from household and non-household sources. The LACW recycling rate in 2023-24 was 17.87%. The total LACW waste collected was 112,114 tonnes, of which 18,072 tonnes were recycled, reused or composted.

Tonnage delivered for dry recycling to Bywaters makes up the largest component of our recycling. This year 70 tonnes less was sent to Bywaters than the previous year. However, in Quarter 4 there was a significant upturn with 248 tonnes more dry recycling delivered this year than in the previous year.

There have also been small increases in tonnage recycled via the Reuse and Recycling Centre (27 tonnes) and from textile collections (21 tonnes).

The main aspects affecting our recycling rate are:

- The average contamination percentage was higher in 2023/24 at 30% than in 2022/23 at 27%.
- The waste service strike that took place from Monday 18th to 26th September 2023. During this time only 5.42 tonnes of dry mixed recycling were collected, 296 tonnes less than the monthly average in 2023/24. Consequently, the recycling rate in September dropped to 13.6% and has affected the overall recycling rate for the year to date.
- The residual waste tonnage increases in higher proportion every year, compared to the dry mixed recycling, which only grows marginally. The property growth has a direct impact on the increase of the household residual waste generated. The total number of dwellings in 2023-24 is 144,240, whereas in 2022-23, this number was 140,210. This is a 2.9% increase from last year. It is estimated that we are collecting 130 tonnes more of residual waste from households every month this year compared to 2022-23.

- The Government's new regulations for the disposal of upholstered seating containing POPs (Persistent Organic Pollutants) establish that these items can no longer be recycled and need to be sent to Energy from Waste (EfW). It is estimated that about 105 tonnes per month is being diverted to the residual waste stream, instead of being sent to a recycling facility.
- Since June 2022, litter collected from parks has been deemed unsuitable for recycling due to high levels of dog excrement (Estimated 72 tonnes per month diverted from recycling to residual stream).

3 Priorities and actions

Ref	Action and why it is important	Status (RAG)	Achievements and progress 2023/24
#1	<p>Improving recycling infrastructure for blocks of flats and estates and tackling contamination through implementing Flats Recycling Package (FRP) interventions.</p> <p>Based on best practice research the project is providing essential infrastructure and addressing inequality in service provision. In older housing stock many blocks have never had enough recycling bins or require additional recycling bins in convenient locations, to provide enough storage capacity and enable all residents to use the service. Updated lockable recycling bins will reduce contamination. Signage and bin stickers will provide constant visual information about how to recycle, what not to put into rubbish bins and how to arrange a bulky waste collection.</p>		<p>Officers are surveying blocks of flats and producing reports with bespoke recommendations for managing agents to agree before roll-out of interventions.</p> <ul style="list-style-type: none"> • 1,448 blocks surveyed to date, with 722 blocks remaining to be surveyed (May 2024) • 921 blocks have received new recycling bins, additional recycling bins and/or signage (May 2024) • The target by March 2025 is for an additional 1258 locations to be covered by the project. • A total of 1129 recycling bins have been provided or replaced as part of the project so far. This includes new additional bins, new replacement bins and newly refurbished replacements of existing bins. If each additional bin is filled with clean dry recycling it will generate an extra 886 tonnes/year of recycling storage capacity • 284 signs have been installed across 180 council housing blocks, with another approximately 120 signs due to be installed in the next phase at a further 72 blocks. As of 26th April, managing agents/landlords of non-council blocks have agreed to install 573 signs across 295 blocks. • The current phase is focussed on non-TH housing stock. Surveys to date highlight that these properties often do not have enough recycling bins. 53% of these blocks surveyed had insufficient recycling bins, with the average being 40% less than required. 31% had no recycling bins at all. We are working with managing agents to introduce sufficient recycling bins where shortfalls are identified.


Ref	Action and why it is important	Status (RAG)	Achievements and progress 2023/24
			<ul style="list-style-type: none"> • The project team has met with 58 different managing agents/landlords, with 34 actively engaged in the project. • 5 caretaker training sessions have been delivered with 60 caretakers receiving training. Caretaker training sessions are being arranged in Quarter 1 with 3 managing agents (Clarion, East End Homes and Southern Housing/Optivo). • Performance monitoring is in progress. Recycling and rubbish is being weighed and recycling contamination assessed before and after interventions. The first phase has been completed, bins delivered, and signage installed. Post monitoring will recommence on the 6th of May, with monitoring due to be completed in June/July 2024. • In March the project was promoted at a Managing Agent Workshop and in Our East End, with a call to action for residents and managing agents to work with us on improving facilities at their homes and properties. <div data-bbox="987 820 1697 1182" data-label="Image"> </div> <div data-bbox="1733 844 2063 979" data-label="Caption"> <p>(Left to right) Before and after of an estate recycling site.</p> </div>
#2	Increasing participation in the kerbside food waste collection service through re-promotion of the service.		<ul style="list-style-type: none"> • Participation monitoring undertaken in Autumn showed that the participation rate on a weekly basis was between 8-26%. • The communications plan is underway. A webform is in the final stages of development which will enable residents to order their kitchen and outdoor food


Ref	Action and why it is important	Status (RAG)	Achievements and progress 2023/24
	<p>Food waste collected for composting contributes to our recycling rate Participation needs to be improved.</p>		<p>waste caddies online. A new leaflet has been developed and the website is being updated.</p> <ul style="list-style-type: none"> Targeted repromotion of the service will take place in June to October with 7133 properties leafleted and a target of 2377 of these properties taking part in the service.
<p>#3</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 37</p>	<p>Rolling out food waste collection service to purpose-built blocks of flats.</p> <p>Food waste collections from all properties will be mandatory by April 2027.</p>		<ul style="list-style-type: none"> The council has now been advised of it's new burden capital funding allocation by DEFRA. The allocation is £2,073,000. Project Initiation Document is being finalised to apply for the allocation and additional capital/revenue funding to enable roll-out. A working group has been set up to undertake the planning and roll out of the new service. The service model for collecting food waste from flats is in development. The space for food waste containers continues to be identified as part of the flats recycling project in readiness for service expansion. The current food waste collection pilots are being expanded, starting May 2024, to test a variety of bin housing options.
<p>#4</p>	<p>Reviewing the kerbside food and garden waste collection service with a view to collect food waste from kerbside properties fully separate from garden waste</p> <p>Previous Government reform guidance suggested that separate collections would be necessary for food and garden waste, however more recent guidance indicates this is no longer the case.</p>		<ul style="list-style-type: none"> This review is taking place alongside the development of the new food waste collection service for flats.

Ref	Action and why it is important	Status (RAG)	Achievements and progress 2023/24
#5	<p>Reviewing our waste and recycling collection service policies to increase recycling</p>		<ul style="list-style-type: none"> • A new recycling and waste collection service standards and policy document has been drafted by the Environmental Services Improvement Team and Waste Operations. • The standards and policies have been reviewed by ReLondon and a workshop/consultation session was held with managing agents in March 2024. • In Quarter 1 and 2 we are consulting with Legal and internal stakeholders, before running a public consultation. We are aiming to present the policy for adoption at Cabinet in September 2024.
#6 Page 38	<p>Review and expand garden waste collection service to increase recycling</p> <p>Garden waste composting contributes to our household recycling rate.</p> <p>Simpler Recycling reform will require us to expand the service to ground floor flats with gardens on- request.</p>		<ul style="list-style-type: none"> • Work has begun on identifying and surveying ground floor flats with gardens using information provided by managing agents and GIS maps. In Quarter 1 we will start surveying and expanding the service, adding properties to a kerbside service where suitable and considering communal options at other locations.
#7	<p>Improving service delivery: Flats above shops (FAS)</p> <p>Many flats above shops do not have access to a convenient recycling service.</p>		<ul style="list-style-type: none"> • A Project Initiation Document is being finalised, which will include a pilot to improve recycling participation and test communal collection options for flats above shops. • Single-use recycling bag deliveries with a recycling leaflet, to all properties without access to recycling bins including flats above shops, are due to commence in May 2024.
#8	<p>Expansion of commercial waste service to include food waste and promote recycling collection service</p> <p>Commercial recycling and food waste contributes to our LACW recycling rate.</p>		<ul style="list-style-type: none"> • The commercial waste team is reviewing all contracts without recycling or with little use of the service. Customers not using the service will be reminded of the waste hierarchy guidance, as well as the cost and environmental benefits. The commercial team is also identifying businesses without contracts and encouraging them to sign

Ref	Action and why it is important	Status (RAG)	Achievements and progress 2023/24
	<p>Business fly-tipping in domestic recycling bins contributes to contamination and uses residential waste storage capacities.</p> <p>The Government's Simpler Recycling Reforms will require businesses (with 10 and other employees), to segregate their food waste for separate collection from 1st April 2025 onwards.</p>		<p>up for collection services (Council or otherwise) or refer them to the enforcement team. These actions will increase commercial recycling collected across the borough.</p> <ul style="list-style-type: none"> The commercial waste service focussed on making operational improvements before tackling the introduction of commercial food waste collections. Trials in other boroughs will be used to inform service planning.
#9	<p>Improve recycling sack distribution</p>		<ul style="list-style-type: none"> Single-use recycling bag deliveries with a recycling leaflet, to all properties without access to recycling bins including flats above shops, are due to commence in May. Reusable recycling bags continue to be distributed on request as part of the Flats Recycling Project and stalls/events. Continuing messages to encourage loose recycling
#9	<p>Championing food waste reduction initiatives</p> <p>Contributes to our Strategic Plan target to deliver at least 32 events/activities in 2023/2024</p>		<ul style="list-style-type: none"> We will continue to participate in the Pan-London Food Waste Reduction campaign "Eat like a Londoner". The engagement team engaged residents in conversation about food waste reduction at events and stalls, providing "Love Food, Hate Waste" tip cards and food package clips. They delivered two interactive food waste reduction workshops which showed participants "rescue recipes" to use commonly wasted food such as leftover rice and how to pickle vegetables so they last longer. In Quarter 1 and 2 we will explore partnerships/promotion of popular food waste reduction apps. The City Soil Lab food waste to food growing pre-pilot near Columbia Road commenced in Quarter 4. This circular economy project will work with high street businesses (10) and TH Housing residents (52 units) to convert their food

Ref	Action and why it is important	Status (RAG)	Achievements and progress 2023/24
			waste into soil. The soil will then be redistributed to local gardening groups on the TH housing estates.
#11	<p>Reuse, repair and recycling activities and events</p> <p>Contributes to our Strategic Plan target to deliver at least 32 events/activities in 2023/24</p>		<p>A total of 46 reuse, repair and recycling engagement events were delivered in 23/24 exceeding our Strategic Plan target of 32 events.</p> <ul style="list-style-type: none"> • For London Recycles Repair Week 2024 in March we held a Repair & Reuse event that included bicycle repair sessions, workshops on clothes mending, upcycling and Kintsugi (Japanese art of embracing imperfection by repairing ceramics, glass and plastic items using glue and gold putty) and a clothing swap. 88 residents attended the event. • 930 residents have been engaged at 15 recycling and waste reduction information stalls at community events and Idea Stores between April 23 to April 24. • 42 staff attended a pod session about recycling and sustainability. In 2024/25 will be developing an internal communications campaign to improve recycling at Council buildings. • 8 swap clothing and book swap events have been held. On average 59 people attended each event. Any items not taken are collected by the charity TRAIID. • 6 clothes mending workshops have been held.

Ref	Action and why it is important	Status (RAG)	Achievements and progress 2023/24
Page 41 #1			 <p data-bbox="994 676 1738 799">Above (left to right). Residents take part in a clothing swap, a bicycle repair session, a mending workshop and a Kintsugi workshop.</p>
	<p data-bbox="181 818 660 962">Promoting waste reduction and recycling within the local community through the Recycling Champions Scheme</p> <p data-bbox="181 986 660 1169">Strategic Plan target is to recruit 35 new champions in 23/24 and undertake engagement via 1 dedicated event each quarter including a thank you event and Materials Recovery Facility tours and bi-monthly newsletters.</p>		<ul data-bbox="931 818 2168 1383" style="list-style-type: none"> • There are 104 recycling champions signed up. 35 new champions were recruited in 24/25 meeting the Strategic Plan target for the year. • All recycling champions receive communications materials to promote the services locally. • Bi-monthly newsletters keep recycling champions up to date about events and other initiatives and offer volunteering opportunities. • Recycling champions were invited to two Bywaters Materials Recovery Facility tours to see what happens to recycling after it is collected, with 16 champions attending. • Recycling Champions have volunteered at 7 events, contributing approximately 164 hours of service. • We are looking to increase active participation in the scheme by running “Improve recycling where you live” workshops, inviting volunteers to help with all engagement activities and incentivising volunteers by organising social “thank you” events, offering participation-based certificates and entry into prize draws.

Ref	Action and why it is important	Status (RAG)	Achievements and progress 2023/24
Page 42 #12			 <p data-bbox="1149 695 1821 810">Above (left to right): A group of recycling champions volunteering at swap event and attending a recycling facility tour in February 2024.</p>
	<p data-bbox="185 834 651 903">Education and behaviour change – Schools recycling programme</p> <p data-bbox="185 927 663 1018">Recycling and food waste collected from schools contributes to the household recycling rate.</p> <p data-bbox="185 1042 651 1101">Education of students will help increase recycling now and in the future.</p> <p data-bbox="185 1125 651 1216">Contributes to our Strategic Plan target to deliver at least 32 events/activities in 2023/2024</p>		<ul data-bbox="931 834 2168 1230" style="list-style-type: none"> • A Recycling Improvement and Engagement Officer is visiting all schools and undertaking a survey of recycling and food waste facilities with the aim to help schools improve their recycling performance. 72 schools have been surveyed to date (April 26). 38 schools are getting additional recycling bins and/or recycling bin repairs. 28 schools have signed up to recommence food waste recycling collections. • 6 sessions dedicated to recycling and waste minimisation have been delivered to more than 300 primary school students. • Moving forward schools will be included in the new reduction and recycling communications work. We are considering East London Mosque’s proposal to work with schools on faith and the environment education.

#14	<p>Expand locations for the recycling of small WEEE and batteries</p> <p>WEEE and small batteries should not be disposed of in the rubbish or recycling bins and this will provide convenient opportunities for recycling.</p>		<ul style="list-style-type: none"> • To encourage residents to use the bulky waste service for the collection of small WEEE, so that these items don't end up in rubbish or recycling bins, we are changing the service so that up to three items of small WEEE will count as one item of bulky waste. Previously one item of small WEEE counted as one bulky item. • Recycle your electricals is a national campaign to promote electrical reuse and recycling. Residents can enter their postcode and item in the online directory to find their nearest recycling and reuse locations, including at local retailers. We are adding our own WEEE recycling locations at Idea Stores to this directory and will add a link to the directory on our website. • We are investigating options to work in partnership with an existing WEEE repair café and trial WEEE banks.
#15 Page 43	<p>Expand opportunities for residents to reuse and recycle textiles</p> <p>Waste prevention and reuse are at the top of the waste hierarchy and will contribute to reducing municipal waste.</p>		<ul style="list-style-type: none"> • We started working with a new charity partner TR Aid as part of the One World Living programme. TR Aid has carried out 1301 on-demand doorstep textile collections, collecting 24.3 tonnes of textile material for reuse and recycling in 2023/24. This is in addition to the tonnage collection via the network of Scope textile banks and at our Reuse and Recycling Centre. • 8 swap clothing and book swap events have been held. On average 59 people attended each event.
#16	<p>Collaboration with faith groups and targeted/local media to promote recycling and waste reduction</p> <p>Improved communication and engagement to improve recycling quality and quantity.</p>		<ul style="list-style-type: none"> • We are working with East London Mosque on delivering messages about faith and the environment. Sermons (Friday prayers congregation is approximately 10,000), stalls, videos inside the mosque will commence in July. The programme will also in a roadshow of workshops, training sessions, schools engagement, a summit (target 5000 people), social media, focus groups and Interfaith Forum work. • The Reduction and Recycling communication campaign in development will include partnership working at local religious institutions. • Recycling animation video has been translated into Bengali.

#17 Directory of repair / circular economy companies in the borough to promote/work with (any reuse schemes, refill shops, container reuse)

Waste prevention and reuse are at the top of the waste hierarchy and will contribute to reducing municipal waste.

- [Reduce your waste – top tips](#) webpage has been updated, with a new Waste reduction map added. The map shows all the businesses in the borough that can help reduce waste including repair shops for electricals, upholstery and bicycles, charity shops and zero waste shop.



Left: A new map to help residents reduce their waste

#18 Promoting reduction of single use plastics

Waste prevention and reuse are at the top of the waste hierarchy and will contribute to reducing municipal waste.

- The updated waste reduction webpage includes tips on how to avoid single use plastics and the waste reduction map [includes Queen Mary's zero waste shop.](#)
- Single use plastic reduction messages are being delivered at schools.
- Single use plastic messages were shared via social media at Christmas.
- Activities to be arranged for [Plastic Free July.](#)

#19	<p>Improving waste reduction and recycling arrangements in new developments</p> <p>Providing responses to planning applications and carrying out pre-occupation site visits ensure that waste facilities at new developments are fit for purpose in-line with our SPD and enable good waste and recycling management.</p>		<ul style="list-style-type: none"> • A dedicated waste planning Technical Officer started on 29 August. Since this time feedback has been provided on 143 planning applications, 36 pre-application meetings have been attended and more than 36 site visits have been attended. • After each pre-occupation site visit, managing agents are provided with links to communication materials to help new resident use the services correctly. • Estimates of the waste services required have been developed using the 5 year housing trajectory.
#20	<p>Promoting waste reduction and Circular Economy principles in the business community</p> <p>Waste prevention and reuse are at the top of the waste hierarchy and will contribute to reducing municipal waste</p>		<ul style="list-style-type: none"> • The City Soil Lab food waste to food growing pre-pilot near Columbia Road commenced in Quarter 4. This circular economy project will work with high street businesses (10) and TH housing residents (52 units) to convert their food waste into soil. The soil will then be redistributed to local gardening groups on the TH housing estates.
<p>#20</p> <p>Page 45</p>	<p>Greening the waste collection fleet</p> <p>Electrification of the fleet will reduce emissions and help to improve air quality.</p>		<p>This update is part of a wider project aimed at electrifying the entire TH fleet of vehicles, which is currently facing delays due to insufficient charging infrastructure.</p> <ul style="list-style-type: none"> • The entire waste fleet is based at Blackwall Depot, where we have recently installed one rapid and eight fast chargers, thereby reaching the depot's maximum power capacity. Presently we have two dustcarts and three vans that are electric, making up 4.4% of the waste fleet. Procurement is underway to supply another six vehicles, which will bring our total just shy of 9%. • Meanwhile, Blackwall Depot has been highlighted for development of housing . Consequently, no further developments are anticipated until the future depot options have been confirmed. • Furthermore, concerning the greening of the entire fleet there are uncertainties around site availability at locations including Commercial Road, Poplar Recreational Ground, and Blackwall Depot. Despite these challenges, substantial progress has been made. The Toby Club has now been fully electrified, with six fast chargers able

			to accommodate the entire Community Safety team. In addition, work at Toby Lane, Mile End Playground, and Victoria Park is proceeding to support the Catering and some of the Parks teams. This development presents an opportunity to procure approximately 20 vehicles, potentially increasing the percentage of our total electrified fleet to nearly 10%. Accordingly, we are on track to commence the electrification of the smaller fleet this year. Procurement efforts are actively underway to support these objectives. Moreover, the project will advance as soon as permanent locations for the Pest Control, Parking Enforcement, Green Team, and Facility Management teams are confirmed.
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4 Other communications projects

4.1 Estates contamination improvement trial project

We have been using information provided by Waste Operations Team and Flats Recycling Team to identify areas with high contamination. We will be selecting 6 estates to focus on and will deliver engagement and improvement plans, with before and after monitoring.

4.2 Recycling incentive scheme

We are investigating options for an incentive scheme trial, including the use of the FiFiLi smart phone app.

4.3 Fun Days

The Environmental Services Improvement Team and TH Housing Team (Community Engagement and Environmental Services Teams) are working in collaboration to deliver a recycling themed fun day event at Boundary estate designed to raise awareness and drive behaviour change about recycling in a fun and engaging way.

Planning for the event is currently in progress but will include a range of family friendly, low-waste activities including:

Recyclables scavenger hunt, recycling poster competition, smoothie bike, composting and wormery information stall, recycling information stall, community safety stall, bouncy castle, face painting, bicycle repairs stand, band on the bandstand. And possibly other activities that will be confirmed soon.

The estate caretaking team will be supporting the event with community Recycling Champions will be invited to volunteer at the event. Before and after monitoring will take place and results from the event will be used to inform engagement on other estates.

Recycling engagement stalls will be at 6 other neighbourhood day events at Council estates and we will be looking to collaborate with other community groups.

4.4 Internal Council Recycling

We are working with Facilities Management and the internal communications team to improve facilities across council buildings and deliver a communications campaign.

4.3 Waste reduction and recycling communications campaign

A plan for a communications and engagement campaign to help support residents to recycle more, recycle properly, and change their behaviour towards reducing waste was signed off by the Mayor. A specification has been developed and we are awaiting confirmation of funding availability.

The focus of this work will target specific areas that we have identified – areas where large improvements can be made (particularly with regards to contamination in communal recycling bins), that have the proper facilities, and will provide useful testing ground for a series of interventions.

The communications and engagement strategy will focus on three locations in these selected areas: schools, religious institutions, and estates/blocks of flats. These will be areas of engagement and places to share communications.

Our key goals with this campaign are to:

- Improve the recycling rate
- Decrease levels of contamination in recycling
- Increase the amount of food waste collected in schools and other public facilities
- Increase the number of households taking part in food waste collection (kerbside properties only)

- Test interventions that can be scaled across different parts of the borough

4.3 Let's rethink it

The "Let's rethink it" recycling campaign ran throughout 2023 with the final phase scheduled for January 2024.

January-March 2023

- [Dedicated campaign landing page](#)
- Endorsement message from Mayor of Tower Hamlets in the residents newsletter and information shared in the member's bulletin encouraging councillors to get involved and support the campaign.
- [Our East End \(March edition\)](#) – launched campaign in the magazine.
- A sturdy A5 leaflet for residents to keep on their fridge was distributed alongside Our East End, which is delivered to every home in the borough.
- Visuals on outdoor advertising spaces, digital screens and social media pages, supported with programmatic advertising targeted at people who live in flats in Tower Hamlets.
- Social media survey to test knowledge of recycling, identified aerosols and plastic items has the most common items not recycled and food waste has the most common contaminate.

April-August 2023

- Visuals were rolled out across corporate outdoor advertising sites, social channels and programmatic advertising.
- Around the same time the phase 2 visuals were rolled out, the campaign ran a second survey online to compare awareness levels. It found a positive shift in awareness of what items can be recycled but a mixed response for what items can't be recycled, showing that more work needs to be done in the latter area.
- [Our East End \(June edition\)](#) – article about why it's important to recycle properly and what you can put in the recycling bin.

September-December 2023

- [Our East End \(September edition\)](#) – article "Can I recycle this plastic?" focused on educating residents on which plastics to recycle and which needed to be put in the waste bin.
- November – ongoing: programmatic advertising about which plastics can be recycled, outdoor park banners and digital outdoor advertising on which plastics can be recycled.

- In December communications materials were adapted to support waste reduction messages on social media over the festive period.
- [Our East End \(December edition\)](#) – article about recycling over the festive season.

January-March 2024

- The final phase of this campaign will feature an [animation about the journey of recycling](#) once it is collected and focuses on the contamination message and why it is important for people to get this right.
- Between the 23rd February to 24th March the animation was shown before 479 screenings at Genesis Cinema, Mile End Road to 14,240 people.
- The video has now been translated to Bengali
- Social media message ran reinforcing which plastics can be recycled and thank you messages to encourage people to start the year off right with new recycling habits.
- A series of short videos went out on social media about recycling in Quarter 4.

4.5 Improving engagement with managing agents and landlords

A Waste and Recycling Collection Workshop was attended by 30 representatives managing agents and landlords in March. The aims of the workshop were to:

- Review and discuss the roles and responsibilities for the council, resident and managing agents
- Communicate the background behind the new draft Rubbish and Recycling Collection Policy, including new legislation and challenges for recycling in flats
- Communicate the enforcement powers available to the council
- Promote the Flats Recycling Project
- Explore how the council and housing management can better work together to resolve ongoing issues

The workshop identified some key areas for improvement which teams will take action on:

- Need for better communication between managing agent group and LBTH including defined service standards and regular meetings (Operations team leading)
- Need for frontline staff/crews to report issues experienced on the ground (Waste Operations leading)
- Need for service consistency as a baseline prior to enforcement action being taken against managing agents (Waste Operations leading)

5 Waste operations – service improvements

5.1 Mayors Waste Investment Plan

£5m is being invested to improve waste services and street cleanliness across the borough. While this funding will primarily focus on service improvements in the waste and street cleansing service (including the recruitment of new frontline staff, procurement of new vehicles, and increasing service efficiency), the recycling team is identifying opportunities to integrate and proliferate messages about recycling through to frontline workers, businesses, and residents.

5.2 Recycling collection team engagement

The recycling collection teams will be receiving training which aims to re-energise crews and improve performance of the collection rounds, with performance results regularly fed back to the teams.

5.3 Route optimisation

A substantial amount of work, by Senior Operations Managers and the Commercial Manager, has been done since the last update was provided. This was necessary as the proposal put forward by the external contractor/support, was not feasible, although that support remains, but purely for data sorting purposes.

The project is currently at a stage where three main lines of work have been identified. All three lines of work involve the optimisation of routes and rounds for both commercial, domestic and unregulated waste collections. Additionally, route optimisation is inextricably linked to the separation of commercial and domestic waste collections and the introduction of time bands.

Following the clarity achieved in recent weeks, the scheduling of work into three main areas is now being undertaken. These are:


- Initially maintaining 17 dedicated domestic refuse rounds, with the work of 3 afternoon crews added to their work. This will involve separation of commercial work from the domestic crews.
- Scheduling of TH Loop rounds, forerunners of time banding, for a morning collection on all high streets and town centres and main commercial areas. The rounds will be repeated late evening so that morning and evening time bands are available twice daily x 7 days a week for all businesses, flats above shops and for clearance of unregulated waste on main lines.
- Commercial waste taken off domestic rounds, in residential roads, will be placed on dedicated commercial crews.

Now that the work issues have been identified and resolved the detailed work is taking place and will form the basis of the new optimised services for domestic and commercial waste.

The operational arrangements for the introduction of the new services are on track with the original timescale put forward. Once implemented it will be for Environmental Enforcement to legally implement the time band arrangements.

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Agenda Item 8

<p>Non-Executive Report of the:</p> <p>Overview and Scrutiny Committee</p> <p>23 July 2024</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Robin Beattie, Director of Strategy, Improvement and Transformation</p>	<p>Classification: Unrestricted</p>
<p>Tower Hamlets Council's Target Operating Model</p>	

Originating Officer(s)	<p>Ayesha Hakim Rahman, Acting Deputy Director of Strategy, Improvement and Transformation</p> <p>Muhammed A. Uddin, Senior Transformation Business Analyst</p> <p>Onyekachi Ajisafe, Assistant Transformation Project Manager</p>
Wards affected	All Wards

Executive Summary

This report presents the council's new draft Target Operating Model (TOM), prioritising community-centric decision making by ensuring resident needs are at the forefront of everything we do.

Key benefits:

- Enhanced efficiency: the new draft TOM streamlines operations, leading to a more effective and responsive public sector organisation.
- Evidence-based focus: the final TOM will be directly informed by stakeholders including staff, members, partners, and residents.
- Shared vision: we aim to “create a more efficient, effective, and responsive public sector organisation that is better able to meet the needs of its communities.”

This report and accompanying slides detail the draft TOM and engagement plan, shaping a model that prioritises our community.

Recommendations:

The Overview and Scrutiny Committee is recommended to:

1. Review and provide feedback on the proposed Target Operating Model. This feedback will be crucial in refining the model to best serve the community.

1. REASONS FOR THE DECISIONS

- 1.1 The new Target Operating Model acts as the foundation for our future operations. It established clear standards for how we work together to achieve our strategic priorities and ultimately, better serve the community.

2. ALTERNATIVE OPTIONS

- 2.1 Maintaining the current Target Operating Model was considered. However, it does not effectively align with the organisation's evolving priorities, potentially hindering our ability to meet community needs.

3. DETAILS OF THE REPORT

- 3.1 A Target Operating Model (TOM) serves as a roadmap for the council, aligning services and operations with our shared vision. It defines our goals, objectives, and processes, ensuring everyone works towards the same objectives.
- 3.2 A TOM has the following advantages:
 - Empowered communities: ensuring resident needs are priorities through improved communication and responsiveness.
 - Enhanced efficiency: streamlining operations to free up resources for new ideas and solutions.
 - Stronger together: collaboration across departments to strengthen our impact and improve public trust.
- 3.3 The council's previous 5-year TOM, 2018-2023 has now expired, giving us an opportunity to develop a new model that aligns with our evolving priorities.
- 3.4 The vision for the new draft TOM is to "create a more efficient, effective, and responsive public sector organisation that is better able to meet the needs of its communities."
- 3.5 This vision is underpinned by six key design principles:
 - Value-driven and cost-effective: maximise resources and minimise waste.
 - User-centric: prioritise the needs and experiences of our community.

- Collaborative: foster teamwork across departments for better service delivery.
- Outward facing: Be more externally accessible and approachable.
- Empowered to innovate: encourage a culture of creative problem-solving.
- Accountable: build trust through responsible decision-making.

3.6 Feedback against the draft TOM will lead to the development of a comprehensive blueprint for implementation. We aim to launch both the TOM and blueprint in October 2024.

Next Steps

3.7 Since October 2023, we have gathered valuable input through extensive engagement with staff, partners, and community groups. We will leverage this evidence-base to finalise the new TOM and blueprint, which will be presented and launch at Cabinet in October 2024.

4. EQUALITIES IMPLICATIONS

4.1 We are firmly committed to the Public Sector Equality Duty and recognise the borough’s rich diversity as a key strength. Equality underpins all council activities, from resource allocation and employment practices to service delivery.

4.2 The new Target Operating Model (TOM) reflects this commitment. Its design principles integrate the Strategic Plan’s equality objectives, focusing on reducing inequalities, fostering community engagement and strengthening cohesion. By prioritising its service users, the TOM ensures we address their needs and desired outcomes.

5. COMMENTS OF THE CHIEF FINANCE OFFICER

N/A – Engagement report

6. COMMENTS OF LEGAL SERVICES

N/A – Engagement report

Linked Reports, Appendices and Background Documents

Linked Report

Appendices

- NONE

Local Government Act, 1972 Section 100D (As amended)

List of “Background Papers” used in the preparation of this report

List any background documents not already in the public domain including officer contact information.

- NONE

Officer contact details for documents:
N/A

Corporate Target Operating model (TOM)

Draft proposal for a new TOM in Tower Hamlets

Corporate Strategy & Transformation



Why do we need a TOM?



A Target Operating Model (TOM) is a blueprint for how an organisation will operate in the future. It defines the organisation's goals, objectives, and processes. A TOM can be used to:

Empower communities

A TOM can be used to empower communities by engaging with residents, businesses, and local organisations in decision-making processes. This can help to ensure that the voices and needs of the local population are considered in the planning and delivery of services.

Drive innovation and efficiency

A TOM creates a culture of innovation through facilitating and improving communication between different stakeholders. It can identify and eliminate unnecessary or inefficient processes, freeing up resources that can be used to improve other areas of the organisation.

Encourage collaboration and partnership

A TOM can help to identify common goals and objectives, creating a foundation for collaboration and partnership. It builds trust and confidence between different organisations, making it easier to achieve common goals. This can help to reduce costs and improve efficiency.

Rebuild trust and transparency

A TOM can help to rebuild trust and confidence in the organisation by making the council's operations and decision-making more transparent and accountable. This can help improve accountability, ensuring that decisions are made in the best interests of the council.

Achieve sustainability and environmental goals

A TOM can help to identify and prioritise sustainability goals, such as reducing carbon emissions or promoting green infrastructure. It can also help to develop and implement strategies for achieving these goals.

Communicate values and principles

A TOM can help to clarify the council's values and principles. Clearly communicating values and principles to the workforce can help create a unified sense of purpose and direction, improving morale, productivity, and decision-making.

Align with the Executive Mayor's vision

A TOM can help to translate the vision and aspirations of the Executive Mayor into a roadmap for action. This can help to ensure that the council's operations are aligned with its overall goals, in turn, improving efficiency, effectiveness, and accountability.

Be more responsive to change

A TOM can help the council be more agile. Establishing a flexible and adaptable operating model enables the council to be more responsive to the needs of its community. This can help the council to maintain its relevance while continuing to provide high-quality services.

Improved decision-making

A TOM can improve decision-making by providing a clear understanding of the organisation's goals, objectives, and processes. This can help avoid making decisions that are not aligned with the organisation's goals, while ensuring that decisions are made in a transparent and accountable manner.



Current Corporate Target Operating model (TOM)



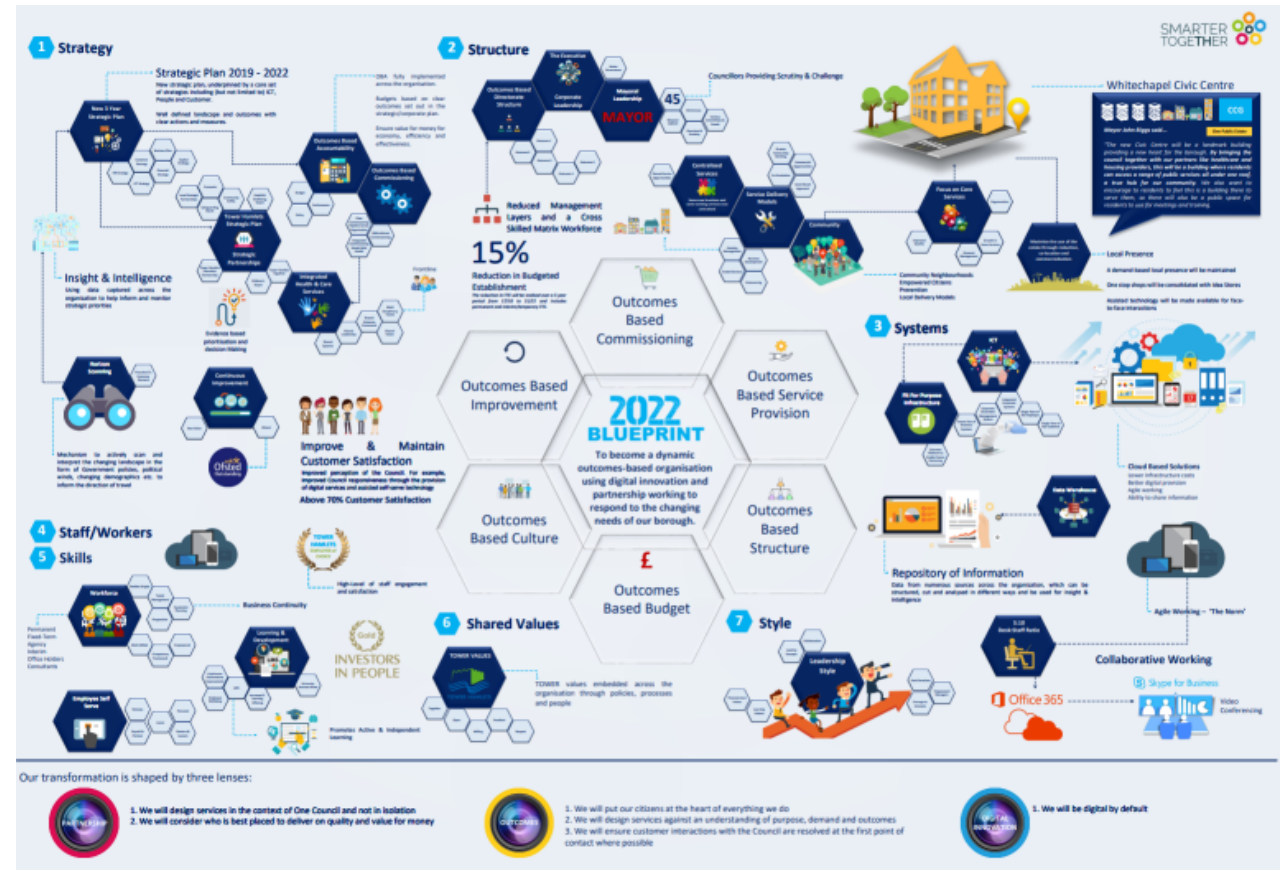
Previous Blueprint



The previous Tower Hamlets **blueprint 2019-2022** was based on the McKinsey 7S framework. This framework is a tool for organisational analysis and development that identifies seven key factors that influence an organisation's success: strategy, structure, systems, style, staff, skills, and shared values.

The blueprint was process-heavy and **internally focused, rather than customer-driven**. The McKinsey 7S Model is typically used to help organisations improve their internal performance, so it is not generally considered to be externally driven. This is evident in that the blueprint was internally focused and did not address some of the most pressing issues facing the borough, such as poverty, crime, and inequality.

The expiry of the blueprint provides an opportunity for the council to develop a new plan that is more focused on the needs of its community. The new plan should be based on the council's strategic priorities, which ultimately focus on investing in and improving public services, creating a fairer borough, and building a sustainable future.



Current TOM



Similar to the Blueprint, the current Tower Hamlets Target Operating Model (TOM) 2018 to 2023 is also process-heavy and financially driven. There is no real sense of the community, or mention of how it would prioritise the needs of its service users. It does not address some of the most pressing issues in the borough, such as poverty, crime and inequality.

The current TOM does not establish clear design principles or the key drivers to meet the vision for the council.

The expiry of the 5-year TOM provides an opportunity for the council to develop a new model that is more focused on the needs of the community. The new TOM should be based on the council's strategic priorities, which are to:

- Invest in and improve public services
- Be a responsive public sector organisation that is better able to meet the needs of its communities



New Corporate Target Operating model (TOM)



TOM Vision



Create a more efficient, effective, and responsive public sector organisation that is better able to meet the needs of its communities.

Aligning with the Executive Mayor's Vision

- Addressing specific priorities and goals
- Creating a legacy of community empowerment
- Reinforcing commitment to progressive leadership



TOM Design Principles



The new strategic target operating model should be designed to address the considerations set out in the Strategic Plan for 2022 to 2026 and to help the council achieve its strategic goals.

Page 64

Value-driven and cost-effective

By designing the target operating model to be value-driven and cost-effective, the council can ensure that it is **using its resources wisely and avoiding waste**. This will help the organisation to achieve its goals and objectives.

Community-led

By designing the target operating model to be community-led, the council can ensure that it is **meeting the needs of its users**. This will help the council to build trust and credibility with its users, and to improve the quality of its services.

Collaborative

By designing the target operating model to be collaborative, the council can ensure that it is **working together to deliver services efficiently and effectively**. This will help the council to achieve its goals and objectives.

Transparent

By designing the target operating model to be transparent, the council can ensure **enhanced accountability and trust**. This will ensure residents can readily access information about the council's goals, processes and resource allocation.

Empowered to innovate

By designing the target operating model to be empowering, the council can **create a culture of innovation and creativity**. This will help all of the council's workforce stay ahead of the curve and deliver services that meet the needs of its users.

Accountable

By designing the target operating model to be accountable, the council can **build trust and credibility with stakeholders**, including residents, businesses, partners and staff. This will help the council to achieve its goals and objectives.



Core Model Draft Visual



Page 65

- 1 Design principles.** The TOM requires a set of design principles to articulate its vision. These are value-driven and cost-effective; community-led; collaborative; transparent; empowered to innovate; and accountable
- 2 Empowered communities.** Currently there is a lack of focus on empowering communities. The core of the model is to genuinely empower communities, allowing for direct decision making against each strategic priority and the potential budget allocation to devolve associated decisions to residents.
- 3 Smaller but stronger corporate centre.** This smaller center allows for more power to directorates, encouraging more creativity and innovation with relaxed control to deliver the community priorities.
- 4 Strong leadership.** This represents a strong and focused leadership team that is committed to and aligned with the TOM vision.
- 5 More outward focus, engaging directly with partners.** New ways of working with businesses, inviting external people by being more outward facing and approachable and willing explore partnerships that go wider than the public sector, i.e., private sponsorship for free school meals



Engagement Plan



Engagement Plan



Sep 23 Oct Nov Dec Jan 24 Feb Mar Apr May Jun Jul Aug Sep Oct

Council Engagement **Go Live**

Benchmarking

Targeted Groups

Partners & Members

Executive Team

- **Re-Org Board, Sep '23 & Sep '24**
Update and opportunity for feedback
- **All Directorate Man Teams, Oct '23**
Update and opportunity for feedback
- **Transformation Advisory Board, Oct '23 & Sep '24**
Milestone updates and opportunity for feedback
- **CMT, Feb '24 & Sep '24**
Milestone update and opportunity for feedback
- **Council Staff POD Session, Jul '24**
How can we ensure the TOM engages with council staff?

- **Pan-London Transformation Network, Dec '23**
What makes council TOMs accessible and effective?
- **GLA, Jan '24**
What makes council TOMs accessible and effective?

- **TH Council of Mosques, May '24**
- **Bangladeshi-led VCS, May '24**
- **Somali-led VCS, May '24**
- **Equality HUB & Cornerstone Network, Jun '24**
- **Youth Council, Jun '24**
- **Tenants Residents Association, Jul '24**

- **Partnership Executive Group, Consultation Report, Jun '24**
How do we ensure an excellent relationship with partners and residents in order to meet the needs of our communities?
- **All-Member session, Jul '24**
How do we enable the TOM ensures a community-led council

- **Overview & Scrutiny Committee, Jul '24**
How do we ensure the TOM is aligned to strategic priorities?
- **Head of Mayor's Office, Aug '24**
How can the TOM steer Tower Hamlets redesign going forward?
- **MAB SRP, Sep '24**
Milestone updates and opportunity for feedback
- **Cabinet, Oct '24**
Final TOM and Blueprint presented

- **Launch, Oct '24**
Go-live of new Target Operating Model and Blueprint

Page 67



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THE CABINET FORWARD PLAN

**For the Overview and Scrutiny Committee meeting
on 23 July 2024**

Contact: Matthew Mannion
Officer: Democratic Services
Email: matthew.mannion@towerhamlets.gov.uk
Telephone: 020 7364 4651

Forward Plan July 2024

The Forward Plan is published 28 days before each Cabinet meeting.

In addition, this updated interim forward plan is provided to each meeting of the Council's Overview and Scrutiny Committee (OSC). This OSC version of the plan is not the statutory plan, but is designed to ensure the upcoming OSC meeting has an up-to-date understanding of upcoming executive decisions. This plan reflects the executive work plan at the time of the publication of the OSC meeting agenda and therefore may include amendments from that published in the statutory plan 28 days in advance of the Cabinet meeting.

The web pages also contain past Forward Plans and publication deadlines for future Plans. To visit the web pages go to <http://democracy.towerhamlets.gov.uk/mgPlansHome.aspx?bcr=1>.

Tower Hamlets Council **Forthcoming Decisions Plan**

What is this document?

The Forthcoming Decisions Plan (or 'Forward Plan') contains information on significant decisions that the Council expects to take over the next few months.

As a minimum this will include notice of:

- All Key Decisions to be taken by the Mayor or Cabinet.
 - This could include decisions taken at public meetings or taken individually at other times.
- Budget and Policy Framework Decisions (for example the Budget Report itself and major policies to be agreed by Council as set out in the Constitution)

In addition the Council aims to publish all other decisions to be taken by the Mayor and/or Cabinet.

Key Decisions

The Council is required to publish notice of all key decisions at least 28 days before they are taken by the Executive. Key decisions are all those decisions which involve major spending, or savings, or which have a significant impact on the local community. The precise definition of a key decision adopted by Tower Hamlets is contained in Section 3 of the [Constitution](#). Key Decisions can be taken by the Mayor, the Mayor in Cabinet or an officer if it has been expressly delegated.

Publication of Forthcoming Decisions

Individual notices of new Key Decisions will be published on the website as they are known on the 'Forthcoming Decisions' page, whilst this 'Forthcoming Decisions Plan' collating these decisions will be published regularly, as a minimum at least, 28 days before each Cabinet meeting. The Plan will be published on the Council's website and will also be available to view at the Town Hall and Libraries, Ideas Centres and One Stop Shops if required.

Urgency

If, due to reasons of urgency, a Key Decision has to be taken where 28 days' notice have not been given. Notice will be published (on the website) as early as possible and Urgency Procedures as set out in the Constitution have to be followed.

Make your views known

The most effective way for the public to make their views known about a Forthcoming Decisions is to contact the lead officer, or Cabinet Member (where stated), listed. You can also view the Council's [Consultation Calendar](#), which lists all the issues on which the Council and its partners are consulting.

Information about the Decision Makers

Further information on the Mayor and Members of the Cabinet can be found on the Council's [website](#).

Notice of Intention to Conduct Business in Private

The Council is also required to give at least 28 days' notice if it wishes to consider any of the reports on the agenda of an Executive meeting (such as Cabinet) in private session. The last row of each item below will indicate any proposal to consider that item in private session. Should you wish to make any representations in relation to item being considered in private please contact Democratic Services on the contact details listed on the front page.

The notice may reference a paragraph of Section 12A of the 1972 Local Government Act. In summary those paragraphs refer to the following types of exempt information (more information is available in the Constitution):

1. Information relating to any individual
2. Information which is likely to reveal the identity of an individual
3. Information relating to the financial or business affairs of any particular person (including the authority handling the information)
4. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matters arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6. Information which reveals that the authority proposes:-
 - a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
 - b) to make an order or direction under any enactment.
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

Contact Details for this Plan

Contact: Matthew Mannion
Officer: Head of Democratic Services
Email: matthew.mannion@towerhamlets.gov.uk
Telephone: 020 7364 4651

Forward Plan July 2024

Contents:

Decision Title	Due Date	Page No.
Annual Report on School Performance for 2022-2023	10/07/24	11
Approval of council's Resident Engagement Strategy	16/10/24	32
Approval of the council's new Homelessness and Rough Sleeping Strategy 2024-2029	11/09/24	28
Approval of the council's revised Homelessness Accommodation Placement Policy	10/07/24	10
Arrangements for provision of integrated sexual and reproductive health services post 2025.	24/07/24	17
Barkantine Heat and Power Company Private Finance Initiative (PFI) Transitional Agreement	24/07/24	13
*Contract Forward Plan – Q2 – FY 2024-2025	16/10/24	33
*Contracts Forward Plan – Q1 – FY 2024-2025	24/07/24	21
Conversion to Academy Status: Bishop Challoner RC Secondary, St Anne's and Guardian Angels RC Primary and St Elizabeth RC Primary Schools	24/07/24	16
Conversion to Academy Status: Columbia and Hermitage Community Primary Schools	24/07/24	15
Development of the Victoria and Alexandra building, Victoria Park	11/09/24	26
Draft Serious Violence and Exploitation Strategy	11/09/24	23
Food Insecurity Action Plan – Response to recommendations	24/07/24	34
Interim use of former Shapla School Site	10/07/24	8
Land at Gill Street – Options	24/07/24	35
LBTH Productivity Plan	10/07/24	9
*Mayors Drugs Unit	11/09/24	23
Mulberry London Dock Academy School: 8 Virginia Street; London E1W 2AD	24/07/24	20
Parking Enforcement Plan refresh	11/09/24	22
Public Space Protection Order - Tackling dog related anti-social behaviour.	24/07/24	14
Record of Corporate Directors Actions 2023/24 Q4	10/07/24	6
Reduction and Recycling Plan Progress Report - Quarter 4, 2023	24/07/24	18
Safeguarding Adults Board Annual Report 2023-24	11/09/24	26
Serious Violence and Exploitation Strategy	11/09/24	27
Special Educational Needs and Disabilities Improvement Report 2023/24	24/07/24	12
*Spitalfields & Banglatown masterplan SPD	11/09/24	24
Strategic Asset Management Plan 2024-29	24/07/24	19
Tower Hamlets Local Plan 2038 – Proposed Submission Version	10/07/24	7
Tower Hamlets Safeguarding Children Partnership Annual Report 2023-2024	24/07/24	12
Tower Hamlets Special Educational Needs, Disabilities and Inclusion Strategy 2024 to 2029.	16/10/24	31
VAWG and Women's Safety Strategy	11/09/24	30
Victoria Park New Amenities (Mini-golf)	24/07/24	30

* New Issues published since the last Forward Plan

Forward Plan July 2024

Title of Report	Record of Corporate Directors Actions 2023/24 Q4	Ward All Wards	Key Decision? No
Summary of Decision	<p>This report sets out, for noting by Cabinet, the Corporate Director's Actions taken under Rule 10 (section 50 Record of Corporate Director's Actions (RCDA) - Waiving of Procurement Procedures) in Part C – Codes and Protocols of the Council's constitution.</p> <p>The section states that Corporate Director's Actions in respect of contracts over £100,000 must be reported to Cabinet for noting and this report fulfils this requirement.</p>		

Decision maker Date of decision	Cabinet 10/07/24
Community Plan Theme	All Priorities
Cabinet Member	Cabinet Member for Resources and the Cost of Living
Who will be consulted before decision is made and how will this consultation take place	N/A
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	N/A
Contact details for comments or additional information	Abdulrazak Kassim (Director Finance, Procurement and Audit) abdulrazak.kassim@towerhamlets.gov.uk
What supporting documents or other information will be available?	N/A
Is there an intention to consider this report in private session and if so why?	No, Unrestricted

Forward Plan July 2024

Title of Report	Tower Hamlets Local Plan 2038 – Proposed Submission Version	Ward All Wards	Key Decision? Yes
Summary of Decision	This report seeks approval to publish the proposed submission version of the Local Plan and associated documents and undertake the statutory Regulation 19 consultation on those documents.		

Decision maker Date of decision	Cabinet 10/07/24
Community Plan Theme	
Cabinet Member	Cabinet Member for Regeneration, Inclusive Development and Housebuilding
Who will be consulted before decision is made and how will this consultation take place	<ul style="list-style-type: none"> • The public – those who live and work in the borough, and any other interested members of the public, whether as individuals or through community groups • Housing developers – including private developers and social housing providers • Statutory planning consultees – including the Environment Agency, Natural England, and Historic England • Neighbouring boroughs (Hackney, Newham, Greenwich, Lewisham, Southwark, City of London) • Greater London Authority and Transport for London • Any other people or organisations who may be interested in the proposals <p>Internal consultation – meeting and workshops with relevant teams; review periods for relevant teams; internal steering group for managers of relevant teams.</p> <p>Previous public consultation including Regulation 18 – online material provided, including summaries of policy topics, interactive map, and online survey; in-person and online workshops on individual topics and with particular interest groups including young people and disabled people; in-person and online drop-in sessions for residents to raise questions with officers.</p> <p>Proposed consultation – similar consultation process to previous public consultation, with clarification that consultation responses this time should be focused on the soundness and legal compliance of the proposed submission version of the plan.</p>
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	Yes – equalities screening and impact assessment undertaken already as part of the project – contained in the Integrated Impact Assessment document – on this basis, I have not completed the screening tool at the bottom of the FP1.
Contact details for comments or additional information	Sripriya Sudhakar Director of Planning and Building Control Sripriya.Sudhakar@towerhamlets.gov.uk

Forward Plan July 2024

What supporting documents or other information will be available?	<ul style="list-style-type: none"> • Tower Hamlets Local Plan – Proposed Submission Version • Policies Map • Integrated Impact Assessment • Regulation 18 Consultation Statement 		
Is there an intention to consider this report in private session and if so why?	No, Unrestricted		
Title of Report	Interim use of former Shapla School Site	Ward Whitechapel	Key Decision? No
Summary of Decision	<p>This report seeks the approval of Cabinet for the former Shapla School site to be allocated as the agreed decant site for the Council services identified in this report from the Professional Development Centre and Commercial Road site until 2030.</p> <p>We request the site is retained for interim use within the Council rather than meanwhile use. This is a change to the original decision in October 2021 Cabinet that the site be considered for meanwhile use pending disposal</p>		

Decision maker Date of decision	Cabinet 10/07/24
Community Plan Theme	Accelerate Education
Cabinet Member	Cabinet Member for Resources and the Cost of Living
Who will be consulted before decision is made and how will this consultation take place	Directorate leads for Parking Services, Public Realm, Education services Internal Consultation
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	N/A
Contact details for comments or additional information	Donna Barrett, Charmaine Campbell, Alicia Jones, Abdul Razak (Application & Administration Officer) donna.barrett@towerhamlets.gov.uk, Senior Management Support Officer Charmaine.Campbell@towerhamlets.gov.uk, Executive Support Team Leader alicia.jones@towerhamlets.gov.uk, Senior Management Support Officer abdul.razak@towerhamlets.gov.uk
What supporting documents or other	N/A

Forward Plan July 2024

information will be available?			
Is there an intention to consider this report in private session and if so why?	No, Unrestricted		
Title of Report	LBTH Productivity Plan	Ward All Wards	Key Decision? No
Summary of Decision	<p>The LBTH Productivity Plan is in response to a letter sent to all council chief executives on 19 April 2024 by the Minister for Local Government, Simon Hoare, asking all councils to produce Productivity Plans. These plans are to help the department understand what is working well, common themes and future opportunities.</p> <p>Councils must hand in their productivity plans by 19 July 2024, as well as uploading the plans on the council's website for residents to see.</p>		

Decision maker Date of decision	Cabinet 10/07/24
Community Plan Theme	All Priorities
Cabinet Member	Mayor
Who will be consulted before decision is made and how will this consultation take place	N/A
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	N/A
Contact details for comments or additional information	Robin Beattie (Acting Director of Strategy Innovation and Transformation) robin.beattie@towerhamlets.gov.uk
What supporting documents or other information will be available?	None
Is there an intention to consider this report in private session and if so why?	No, Unrestricted

Title of Report	Approval of the council's revised Homelessness Accommodation Placement Policy	Ward All Wards	Key Decision? Yes
Summary of Decision	<p>The Mayor and Cabinet are asked to approve:</p> <ul style="list-style-type: none"> • The council's revised Homelessness Accommodation Placement Policy <p>In addition, permission is sought from the Mayor and Cabinet, should any further amendments be required as a result of legislation or case law, to delegate approval of subsequent amendments to the document to the council's Corporate Director of Housing and Regeneration.</p> <p>The council's revised Homelessness Accommodation Placement Policy clearly sets out the council's approach as to how officers will use available housing stock to discharge the council's statutory homelessness duties and responsibilities. The policy will ensure that the council follows current legislation and provides a reference point for Housing Options staff to make their decisions.</p>		

Decision maker Date of decision	Cabinet 10/07/24		
Community Plan Theme	Homes for the future		
Cabinet Member	Cabinet Member for Regeneration, Inclusive Development and Housebuilding		
Who will be consulted before decision is made and how will this consultation take place	<p>Health, Adult and Community (HAC) Childrens Services</p> <p>The policy and supporting documents will be discussed with the relevant internal stakeholders in advance of MAB</p>		
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	Yes		
Contact details for comments or additional information	<p>Karen Swift (Divisional Director, Housing and Regeneration) Karen.Swift@towerhamlets.gov.uk</p>		
What supporting documents or other information will be available?	<p>Equality Impact Assessment Homelessness Accommodation Placement Policy</p>		
Is there an intention to consider this report in private session and if so why?	No, Unrestricted		

Forward Plan July 2024

Title of Report	Annual Report on School Performance for 2022-2023	Ward All Wards	Key Decision? No
Summary of Decision	<p>This report provides an overview of education performance in the school year 2022/23.</p> <p>A summary analysis of the 2023 results, compared to previous years, is provided for national average attainment including for Children in Our Care (CIOC). The report highlights successes, challenges and barriers to further progress. The report also highlights THEP support and interventions in primary and secondary schools to raise achievement through system leadership.</p>		

Decision maker Date of decision	Cabinet 10/07/24
Community Plan Theme	A council that works for you and listens to you
Cabinet Member	Deputy Mayor and Cabinet Member for Education and Lifelong Learning (Statutory Deputy Mayor)
Who will be consulted before decision is made and how will this consultation take place	NA
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	No
Contact details for comments or additional information	Yasmin Ashley, Lisa Fraser Executive Support Team Leader, Childrens & Culture and Health, Adults & Community yasmin.ashley@towerhamlets.gov.uk, (Director of Education) lisa.fraser@towerhamlets.gov.uk
What supporting documents or other information will be available?	N/A
Is there an intention to consider this report in private session and if so why?	No, Unrestricted

Forward Plan July 2024

Title of Report	Tower Hamlets Safeguarding Children Partnership Annual Report 2023-2024	Ward All Wards	Key Decision? No
Summary of Decision	The report highlights the activity of the Tower Hamlets Children's Partnership within the last financial year.		

Decision maker Date of decision	Cabinet 24/07/24
Community Plan Theme	TH Plan 5: A child-friendly borough where children and young people from all backgrounds thrive, achieve their best, have opportunities, and are listened to.
Cabinet Member	Deputy Mayor and Cabinet Member for Education and Lifelong Learning (Statutory Deputy Mayor)
Who will be consulted before decision is made and how will this consultation take place	NA
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	NA
Contact details for comments or additional information	Susannah Beasley-Murray (Divisional Director of Supporting Families) susannah.beasley-murray@towerhamlets.gov.uk
What supporting documents or other information will be available?	NA
Is there an intention to consider this report in private session and if so why?	No, Unrestricted

Title of Report	Special Educational Needs and Disabilities Improvement Report 2023/24	Ward All Wards	Key Decision? No
Summary of Decision	The SEND Improvement Annual Report 2023/24 aims to provide an analysis of progress and impact for work undertaken over the last year in relation to improvement priorities		

Decision maker Date of decision	Cabinet 24/07/24
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Forward Plan July 2024

Community Plan Theme	Accelerate Education		
Cabinet Member	Deputy Mayor and Cabinet Member for Education and Lifelong Learning (Statutory Deputy Mayor)		
Who will be consulted before decision is made and how will this consultation take place	N/A		
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	N/A		
Contact details for comments or additional information	Lisa Fraser (Director of Education) lisa.fraser@towerhamlets.gov.uk		
What supporting documents or other information will be available?	N/A		
Is there an intention to consider this report in private session and if so why?	No, Unrestricted		
Title of Report	Barkantine Heat and Power Company Private Finance Initiative (PFI) Transitional Agreement	Ward Canary Wharf	Key Decision? No
Summary of Decision	This report sets out the recommendation to enter into a two-year transitional agreement post expiry of the current PFI concession agreement. The new agreement with the existing provider will run from October 2025 to October 2027, the extension will ensure the current provider meets all their obligations post concession agreement expiry, the heat network is functional and allow the Council the time to develop a decarbonisation and expansion strategy and comply with new heat networks and energy legislation.		

Decision maker Date of decision	Cabinet 24/07/24
Community Plan Theme	A clean and green future
Cabinet Member	Cabinet Member for Environment and the Climate Emergency
Who will be consulted before decision is made	None

Forward Plan July 2024

and how will this consultation take place			
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	This needs to be completed		
Contact details for comments or additional information	Yasmin Ashley, Donna Barrett, Charmaine Campbell, Pam Cummins, Lynne Hughes, Alicia Jones, Abdul Khan, Nightingale Simson Executive Support Team Leader, Childrens & Culture and Health, Adults & Community yasmin.ashley@towerhamlets.gov.uk, (Application & Administration Officer) donna.barrett@towerhamlets.gov.uk, Senior Management Support Officer Charmaine.Campbell@towerhamlets.gov.uk, Executive Support Team Leader, Resources, Governance & Chief Execs pam.cummins@towerhamlets.gov.uk, Senior Management Support Officer lynne.hughes@towerhamlets.gov.uk, Executive Support Team Leader alicia.jones@towerhamlets.gov.uk, (Service Manager - Energy & Sustainability) Abdul.Khan@towerhamlets.gov.uk, Senior Management Support Officer nightingale.simson@towerhamlets.gov.uk		
What supporting documents or other information will be available?	None		
Is there an intention to consider this report in private session and if so why?	No, Unrestricted		
Title of Report	Public Space Protection Order - Tackling dog related anti-social behaviour.	Ward All Wards	Key Decision? Yes
Summary of Decision	This report presents our proposed approach to tackling dog related anti-social behaviour, seeking approval to go out to public consultation. The consultation results will inform the final approach of the council on this issue, which we intend to submit to Cabinet later in the year.		

Decision maker Date of decision	Cabinet 24/07/24
Community Plan Theme	A clean and green future
Cabinet Member	Cabinet Member for Environment and the Climate Emergency
Who will be consulted before decision is made and how will this consultation take place	Internal consultation: Immediately affected services (Parks, Community Safety, Animal Wardens, council housing officers) engaged on a task and finish group. Police also on group.

Forward Plan July 2024

	<p>Consultation with Communities DLT, CLT, Lead Member and Mayor as part of the approvals process. Consultation to agree proposed way forward including going out to formal consultation.</p> <p>External consultation: Statutory consultation with Police.</p> <p>Consultation with specialist interest bodies such as dogs trust, RSPCA, Friends of Parks, Registered Providers etc..</p> <p>Communications is working up the consultation plan which includes via Lets Talk Tower Hamlets consultation platform.</p> <p>Consultation is a legal requirement prior to being able to bring in public spaces protection order and will commence if Cabinet approve. Statutory consultation must include the Police and groups with an interest in the subject matter.</p> <p>In addition to using the council's lets talk tower hamlets platform we will sending targeted communications to specific interest groups asking them to provide their views.</p> <p>Funding dependent, we will promote the consultation through events in parks, the community safety walk abouts and in council buildings such as the town hall and idea stores.</p>		
<p>Has an Equality Impact Assessment been carried out and if so the result of this Assessment?</p>	<p>Needed</p>		
<p>Contact details for comments or additional information</p>	<p>Ashraf Ali (Director of Public Realm) ashraf.ali@towerhamlets.gov.uk</p>		
<p>What supporting documents or other information will be available?</p>	<p>N/A</p>		
<p>Is there an intention to consider this report in private session and if so why?</p>	<p>No, Unrestricted</p>		
<p>Title of Report</p>	<p>Conversion to Academy Status: Columbia and Hermitage Community Primary Schools</p>	<p>Ward All Wards</p>	<p>Key Decision? Yes</p>
<p>Summary of Decision</p>	<p>This report asks for Cabinet to delegate officer authority for the completion of lease arrangements, commercial transfer agreements and related matters specific to the academy conversions of Columbia and Hermitage Community Primary Schools.</p> <p>The schools received academy orders from the Secretary of State on 18th</p>		

Forward Plan July 2024

	December 2023 and the 24th April 2024 respectively, and have stated their intention to convert to academy status and join the London East Teacher Training Alliance (LETTA) Multi-Academy Trust on 1st September 2024.
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Decision maker Date of decision	Cabinet 24/07/24		
Community Plan Theme	Accelerate Education		
Cabinet Member	Deputy Mayor and Cabinet Member for Education and Lifelong Learning (Statutory Deputy Mayor)		
Who will be consulted before decision is made and how will this consultation take place	N/A		
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	No		
Contact details for comments or additional information	Lisa Fraser (Director of Education) lisa.fraser@towerhamlets.gov.uk		
What supporting documents or other information will be available?	N/A		
Is there an intention to consider this report in private session and if so why?	No, Unrestricted		
Title of Report	Conversion to Academy Status: Bishop Challoner RC Secondary, St Anne's and Guardian Angels RC Primary and St Elizabeth RC Primary Schools	Ward All Wards	Key Decision? Yes
Summary of Decision	The schools received an academy order from the Secretary of State on 24th October 2023 and have stated their intention to convert to academy status and join the Lux Mundi Catholic Multi-Academy Trust on 1st September 2024.		

Decision maker Date of decision	Cabinet 24/07/24
Community Plan	A clean and green future

Forward Plan July 2024

Theme			
Cabinet Member	Deputy Mayor and Cabinet Member for Education and Lifelong Learning (Statutory Deputy Mayor)		
Who will be consulted before decision is made and how will this consultation take place	N/A		
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	N/A		
Contact details for comments or additional information	Lisa Fraser (Director of Education) lisa.fraser@towerhamlets.gov.uk		
What supporting documents or other information will be available?	None		
Is there an intention to consider this report in private session and if so why?	No, Unrestricted		
Title of Report	Arrangements for provision of integrated sexual and reproductive health services post 2025.	Ward All Wards	Key Decision? Yes
Summary of Decision	<p>To agree future commissioning plans for Integrated Sexual and Reproductive Health (SRH) clinical services, and participation in London-wide provision of the online “e-service” for SRH services, after the existing contracts finish in 2025.</p> <p>The Council currently participates in North-East London- and London-wide collaborations to provide open access SRH services for preventing STIs and providing contraception. This Key Decision will allow for continued participation in these collaborations and set the direction to collaboratively procure these services in future.</p>		

Decision maker Date of decision	Cabinet 24/07/24
Community Plan Theme	All Priorities
Cabinet Member	Cabinet Member for Health, Wellbeing and Social Care

Forward Plan July 2024

Who will be consulted before decision is made and how will this consultation take place	<p>The following will have been consulted:</p> <ul style="list-style-type: none"> - Tower Hamlets residents - SRH commissioners from other NEL boroughs - SRH service providers - Relevant VCS organisations <ul style="list-style-type: none"> • Structured survey undertaken with residents – took place summary 2023 • 4 workshops with relevant stakeholders, including other commissioners, VCS, sexual health providers, other relevant NHS services, education etc – Oct-Dec 2023. • Extensive consultations with other boroughs’ commissioners across NEL, to ensure alignment on future commissioning. • Consultation with London-wide sexual health programme. • Discussions via 1-1 meetings with Lead Member and Mayor’s Office. 		
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	N/A		
Contact details for comments or additional information	Dr Somen Banerjee (Director of Public Health) somen.banerjee@towerhamlets.gov.uk		
What supporting documents or other information will be available?	<p>Options appraisal. Report on performance of current services.</p> <p>Background papers Previous Cabinet decision in relation to this service: Available at: https://democracy.towerhamlets.gov.uk/documents/s81157/5.14%20Collaborative%20Agreement%20for%20Sexual%20Health.pdf</p>		
Is there an intention to consider this report in private session and if so why?	No, Unrestricted		
Title of Report	Reduction and Recycling Plan Progress Report - Quarter 4, 2023	Ward All Wards	Key Decision? No
Summary of Decision	<p>Tower Hamlets Reduction and Recycling Plan (RRP) 2023-2025 was approved by Cabinet in September 2023.</p> <p>A report detailing progress of the RRP is due at Cabinet on a quarterly basis. This report provides an update for Quarter 4, 2023-24.</p>		

Decision maker Date of decision	Cabinet 24/07/24
Community Plan Theme	
Cabinet Member	Cabinet Member for Environment and the Climate Emergency

Forward Plan July 2024

Who will be consulted before decision is made and how will this consultation take place	N/A		
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	N/A		
Contact details for comments or additional information	Ashraf Ali (Director of Public Realm) ashraf.ali@towerhamlets.gov.uk		
What supporting documents or other information will be available?	NONE		
Is there an intention to consider this report in private session and if so why?	No, Unrestricted		
Title of Report	Strategic Asset Management Plan 2024-29	Ward All Wards	Key Decision? No
Summary of Decision	This item sets out the key principles and intentions which will govern how the council manages its corporate property assets over the coming five years.		

Decision maker Date of decision	Cabinet 24/07/24
Community Plan Theme	All Priorities
Cabinet Member	
Who will be consulted before decision is made and how will this consultation take place	Other directorates and services with stakes in council property assets. Internal
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	N/A
Contact details for comments or additional information	Donna Barrett, Charmaine Campbell, Alicia Jones, Abdul Razak (Application & Administration Officer) donna.barrett@towerhamlets.gov.uk, Senior Management Support Officer Charmaine.Campbell@towerhamlets.gov.uk, Executive Support Team Leader

Forward Plan July 2024

	alicia.jones@towerhamlets.gov.uk, Senior Management Support Officer abdul.razak@towerhamlets.gov.uk		
What supporting documents or other information will be available?	Tower Hamlets Strategic Asset Management Plan 2024-29		
Is there an intention to consider this report in private session and if so why?	No, Unrestricted		
Title of Report	Mulberry London Dock Academy School: 8 Virginia Street; London E1W 2AD	Ward Shadwell	Key Decision? No
Summary of Decision	Approval is sought for the London Borough of Tower Hamlets to enter into main contract with Kier Construction (London) for the construction of Mulberry London Dock Academy School. The contract which incorporates PCSA and Early Works agreements is valued at £66,000,408. The report also notes the Equalities Impact Assessment as set out in Paragraph 5 of this report.		

Decision maker Date of decision	Cabinet 24/07/24
Community Plan Theme	Accelerate Education
Cabinet Member	Deputy Mayor and Cabinet Member for Education and Lifelong Learning (Statutory Deputy Mayor)
Who will be consulted before decision is made and how will this consultation take place	N/A
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	N/A
Contact details for comments or additional information	Donna Barrett, Charmaine Campbell, Alicia Jones, Abdul Razak (Application & Administration Officer) donna.barrett@towerhamlets.gov.uk, Senior Management Support Officer Charmaine.Campbell@towerhamlets.gov.uk, Executive Support Team Leader alicia.jones@towerhamlets.gov.uk, Senior Management Support Officer abdul.razak@towerhamlets.gov.uk

Forward Plan July 2024

What supporting documents or other information will be available?	
Is there an intention to consider this report in private session and if so why?	No, Unrestricted N/A
Title of Report	Contracts Forward Plan – Q1 – FY 2024-2025
	Ward All Wards
	Key Decision? Yes
Summary of Decision	This report presents the contracts being procured during quarter one. The report also sets out the Contracts Forward Plan at appendix 2 to this report. The report asks for confirmation that all contracts can proceed to contract award after tender.

Decision maker Date of decision	Cabinet 24/07/24
Community Plan Theme	All Priorities
Cabinet Member	Cabinet Member for Resources and the Cost of Living
Who will be consulted before decision is made and how will this consultation take place	Where required, consultation with service users and stakeholders will be undertaken as part of the project and budget approval process. Necessary consultation will be undertaken in accordance with the Council's policies and procedures
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	No. Contract specific EqIA is expected to be completed by respective contract owners as part of the directorate approval.
Contact details for comments or additional information	Andy Grant (Interim Programme Director of Procurement) Andy.Grant@towerhamlets.gov.uk
What supporting documents or other information will be available?	Report and appendices include details of all contracts to be awarded.
Is there an intention to consider this report in private session and if so why?	No, Unrestricted

Forward Plan July 2024

Title of Report	Parking Enforcement Plan refresh	Ward All Wards	Key Decision? No
Summary of Decision	<p>The Parking Enforcement Plan (PEP) is long overdue an update, having being last updated over 15 years ago.</p> <p>The refreshed PEP brings together into one document, all existing parking and mobility management policies including the council's strategic parking objectives adopted recently through the democratic process.</p> <p>The PEP document is now reflective of our website content.</p> <p>There is no new policy content.</p> <p>The document will be used put on the council's website and also used by council officers, as a reference document.</p> <p>Separately, the parking and enforcement service undertook an exercise to identify future potential policy areas for exploring. This is being taken forward on a separate FP1 and will require consultation for some areas.</p>		

Decision maker Date of decision	Cabinet 11/09/24
Community Plan Theme	All Priorities
Cabinet Member	Cabinet Member for Environment and the Climate Emergency
Who will be consulted before decision is made and how will this consultation take place	N/A
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	No
Contact details for comments or additional information	Ashraf Ali (Director of Public Realm) ashraf.ali@towerhamlets.gov.uk
What supporting documents or other information will be available?	None
Is there an intention to consider this report in private session and if so why?	No, Unrestricted

Forward Plan July 2024

Title of Report	Mayors Drugs Unit	Ward All Wards	Key Decision? Yes
Summary of Decision	Creation of a new drugs unit that will help deliver the Council's "Substance Misuse Strategy" and help tackle illegal drug supply and demand in Tower Hamlets.		

Decision maker Date of decision	Cabinet 11/09/24
Community Plan Theme	A council that works for you and listens to you
Cabinet Member	Cabinet Member for Culture and Recreation
Who will be consulted before decision is made and how will this consultation take place	None
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	One needed
Contact details for comments or additional information	Ann Corbett (Director, Community Safety) ann.corbett@towerhamlets.gov.uk
What supporting documents or other information will be available?	Substance Misuse Strategy Substance Misuse Needs Assessment
Is there an intention to consider this report in private session and if so why?	No, Unrestricted

Title of Report	Draft Serious Violence and Exploitation Strategy	Ward All Wards	Key Decision? Yes
Summary of Decision	<p>The Serious Violence Duty came into effect in Jan 2023, requiring police, councils and local services to work together to share information and target interventions to prevent and reduce serious violence. The authorities responsible were responsible for forming a relevant partnership, agreeing a local definition of serious violence, producing a serious violence needs assessment for the borough and using this to inform a strategic delivery plan for the partnership to tackle serious violence. The serious violence and exploitation strategy group is a sub-group of the Community Safety Partnership.</p> <p>This item presents the Draft Serious Violence and Exploitation Strategic Plan: formulated using the findings from the Serious Violence needs assessment, recommendations, engagement with professionals and wider consultation with our local residents (including children, young people and young adults).</p>		

Forward Plan July 2024

	The Serious Violence Plan on a Page, produced in Jan 2024, has been used to consult the public and professionals on the proposed approach to tackling violence and exploitation: contributing to the development of the full strategic delivery plan.
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Decision maker Date of decision	Cabinet 11/09/24		
Community Plan Theme	Empower Communities and Fight Crime		
Cabinet Member	Cabinet Member for Safer Communities		
Who will be consulted before decision is made and how will this consultation take place	Residents and Stakeholders Consultation with residents and stakeholders has been a part of the process of developing of this strategy		
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	NA		
Contact details for comments or additional information	Ann Corbett (Director, Community Safety) ann.corbett@towerhamlets.gov.uk		
What supporting documents or other information will be available?	A New Met for London Plan, 2023-2025 Serious Violence Duty - Police Crime Sentencing and Courts Act 2022 Serious Violence Needs Assessment 2023		
Is there an intention to consider this report in private session and if so why?	No, Unrestricted		
Title of Report	Spitalfields & Banglatown masterplan SPD	Ward Spitalfields & Banglatown	Key Decision? No
Summary of Decision	Cabinet will be asked to approve the Spitalfields further informal engagement in November 2023 which consisted of two in-person workshops and a webinar. Preparation of a draft document was carried out over December 2023 and January 2024. Formal public consultation took place from early-May to mid-June 2024. A wide range of community groups, residents, landowners, and other stakeholders have so far engaged with and will continue to be consulted on the SPD. Adopting the Spitalfields		

Forward Plan July 2024

Decision maker Date of decision	Cabinet 11/09/24
Community Plan Theme	All Priorities
Cabinet Member	Cabinet Member for Regeneration, Inclusive Development and Housebuilding
Who will be consulted before decision is made and how will this consultation take place	<p>Mayor's office – regular meetings have been held with officers from the Mayor's office at all stages of the project.</p> <p>Internally – there has been input from several internal services, including Growth and Economic Development.</p> <p>Externally – Greater London Authority, Transport for London, landowners, community organisations.</p> <p>The SPD was developed through consultation with the location community. Four in-person consultation events were carried out as well as additional online workshops and drop-ins. Meetings were also held with key stakeholders, including landowners and community groups.</p> <p>Formal statutory consultation was carried out in late-May and early-June 2024, which included publishing a full draft SPD document and soliciting feedback from stakeholders.</p>
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	N/A
Contact details for comments or additional information	<p>Yasmin Ali, Charmaine Campbell, Pam Cummins, Alicia Jones, Abdul Razak, Marissa Ryan-Hernandez (Development Project Manager, Place) yasmin.ali@towerhamlets.gov.uk, Senior Management Support Officer Charmaine.Campbell@towerhamlets.gov.uk, Executive Support Team Leader, Resources, Governance & Chief Execs pam.cummins@towerhamlets.gov.uk, Executive Support Team Leader alicia.jones@towerhamlets.gov.uk, Senior Management Support Officer abdul.razak@towerhamlets.gov.uk, (Plan Making Team Leader)</p>
What supporting documents or other information will be available?	App1. Spitalfields and Banglatown SPD
Is there an intention to consider this report in private session and if so why?	No, Unrestricted

Forward Plan July 2024

Title of Report	Development of the Victoria and Alexandra building, Victoria Park	Ward All Wards	Key Decision? Yes
Summary of Decision	To seek approval to develop the Victoria and Alexandra building into a new restaurant/eatery facility for the public.		

Decision maker Date of decision	Cabinet 11/09/24		
Community Plan Theme	Boost culture, business, jobs and leisure		
Cabinet Member	Cabinet Member for Culture and Recreation		
Who will be consulted before decision is made and how will this consultation take place	<ul style="list-style-type: none"> • Legal • Asset Management Public consultation will be carried out as part of the Planning process for both amenities.		
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	N/A		
Contact details for comments or additional information	Jahur Ali (Director Leisure and Culture) Jahur.Ali@towerhamlets.gov.uk		
What supporting documents or other information will be available?	N/A		
Is there an intention to consider this report in private session and if so why?	Partly Exempt (Part of the report will be exempt) The report and appendix will include financially sensitive information.		
Title of Report	Safeguarding Adults Board Annual Report 2023-24	Ward All Wards	Key Decision? No
Summary of Decision	The annual report outlines the achievements of the Safeguarding Adults Board, its subgroups and partner agencies over the period 2023 to 2024.		

Decision maker Date of decision	Cabinet 11/09/24		
Community Plan Theme	All Priorities		
Cabinet Member	Cabinet Member for Health, Wellbeing and Social Care		

Forward Plan July 2024

Who will be consulted before decision is made and how will this consultation take place	<p>NA</p> <p>The Annual SAB Report is developed by partners of the SAB. It will be presented to the Safeguarding Adults Board for sign off and will also be reviewed by the Health, Adults and Communities Directorate Leadership Team. The report will also be presented to the Health and Wellbeing Board.</p>		
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?			
Contact details for comments or additional information	<p>Katie O'Driscoll (Director of Adult Social Care) Katie.O'Driscoll@towerhamlets.gov.uk</p>		
What supporting documents or other information will be available?	N/A		
Is there an intention to consider this report in private session and if so why?	No, Unrestricted		
Title of Report	Serious Violence and Exploitation Strategy	Ward All Wards	Key Decision? No
Summary of Decision	<p>The Serious Violence Duty came into effect in Jan 2023, requiring police, councils and local services to work together to share information and target interventions to prevent and reduce serious violence. The authorities responsible were responsible for forming a relevant partnership, agreeing a local definition of serious violence, producing a serious violence needs assessment for the borough and using this to inform a strategic delivery plan for the partnership to tackle serious violence. The serious violence and exploitation strategy group is a sub-group of the Community Safety Partnership.</p> <p>This item presents the Draft Serious Violence and Exploitation Strategic Plan: formulated using the findings from the Serious Violence needs assessment, recommendations, engagement with professionals and wider consultation with our local residents (including children, young people and young adults).</p> <p>The Serious Violence Plan on a Page, produced in Jan 2024, has been used to consult the public and professionals on the proposed approach to tackling violence and exploitation: contributing to the development of the full strategic delivery plan.</p>		

Decision maker	Cabinet
Date of decision	11/09/24
Community Plan	Empower Communities and Fight Crime

Forward Plan July 2024

Theme			
Cabinet Member	Cabinet Member for Safer Communities		
Who will be consulted before decision is made and how will this consultation take place	N/A		
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	N/A		
Contact details for comments or additional information	Ann Corbett (Director, Community Safety) ann.corbett@towerhamlets.gov.uk		
What supporting documents or other information will be available?	A New Met for London Plan, 2023-2025 Serious Violence Duty - Police Crime Sentencing and Courts Act 2022 Serious Violence Needs Assessment 2023		
Is there an intention to consider this report in private session and if so why?	No, Unrestricted		
Title of Report	Approval of the council's new Homelessness and Rough Sleeping Strategy 2024-2029	Ward All Wards	Key Decision? Yes
Summary of Decision	<p>This report seeks approval from the Mayor and Cabinet of the council's new Homelessness and Rough Sleeping Strategy 2024-2029.</p> <p>The council has a statutory duty under the Homelessness Act (2002) to conduct a review of the nature and extent of homelessness in its District (borough) every five years and to develop a strategy setting out:</p> <ul style="list-style-type: none"> • how services will be delivered in the future to tackle homelessness; and • the available resources to prevent and relieve homelessness. <p>The council's most recent Homelessness and Rough Sleeping Strategy ended in December 2023 and this new strategy fulfils this statutory and mandatory requirement on the council in its role as a Local Housing Authority.</p>		
Decision maker Date of decision	Cabinet 11/09/24		
Community Plan Theme	Homes for the future		
Cabinet Member	Cabinet Member for Regeneration, Inclusive Development and Housebuilding		

Forward Plan July 2024

<p>Who will be consulted before decision is made and how will this consultation take place</p>	<p>Internal Stakeholders from within the council – Public Health, Community Safety, Adult Social Care, Mental Health, Substance Use, Health, and Integrated Commissioning.</p> <p>External Stakeholders including residents, organisations and agencies who work both with and separately from the council who support those at risk of or who are homeless or rough sleeping in Tower Hamlets.</p> <p>The council will be conducting a consultation on the priorities for its new strategy with residents and stakeholders who support those at risk of or who are homeless or rough sleeping. The priorities proposed in the consultation have been developed following a desktop review of homelessness in the borough which was conducted in March 2023.</p> <p>The findings of the review have enabled the council to clearly identify its priorities for tackling homelessness and rough sleeping in Tower Hamlets and in doing so, the priorities will form the basis of the council’s revised Homelessness and Rough Sleeping Strategy. Reflecting good practice to deliver outcomes for residents experiencing or threatened with homelessness and identifying gaps in service provision while ensuring that it represents value for money for residents</p>
<p>Has an Equality Impact Assessment been carried out and if so the result of this Assessment?</p>	<p>N/A</p>
<p>Contact details for comments or additional information</p>	<p>Donna Barrett, Una Bedford, Charmaine Campbell, Lynne Hughes, Alicia Jones, Nightingale Simson, Karen Swift (Application & Administration Officer) donna.barrett@towerhamlets.gov.uk, Strategy and Policy Officer (Place) Una.Bedford@towerhamlets.gov.uk, Senior Management Support Officer Charmaine.Campbell@towerhamlets.gov.uk, Senior Management Support Officer lynne.hughes@towerhamlets.gov.uk, Executive Support Team Leader alicia.jones@towerhamlets.gov.uk, Senior Management Support Officer nightingale.simson@towerhamlets.gov.uk, (Divisional Director, Housing and Regeneration) Karen.Swift@towerhamlets.gov.uk</p>
<p>What supporting documents or other information will be available?</p>	<p>Homelessness and Rough Sleeping Strategy 2024 – 2029 EIA Screening for Homelessness and Rough Sleeping Strategy 2024- 2029 Consultation Report on priorities for the new Homelessness and Rough Sleeping Strategy</p>
<p>Is there an intention to consider this report in private session and if so why?</p>	<p>No, Unrestricted</p>

Forward Plan July 2024

Title of Report	VAWG and Women's Safety Strategy	Ward All Wards	Key Decision? No
Summary of Decision	The Council's VAWG and Women's Safety Strategy 2024-29, produced through extensive engagement with residents, partners and stakeholders through the VAWG Needs Assessment and strategy workshops.		

Decision maker Date of decision	Cabinet 11/09/24
Community Plan Theme	Empower Communities and Fight Crime
Cabinet Member	Cabinet Member for Safer Communities
Who will be consulted before decision is made and how will this consultation take place	N/A
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	N/A
Contact details for comments or additional information	Ann Corbett (Director, Community Safety) ann.corbett@towerhamlets.gov.uk
What supporting documents or other information will be available?	N/A
Is there an intention to consider this report in private session and if so why?	No, Unrestricted

Title of Report	Victoria Park New Amenities (Mini-golf)	Ward All Wards	Key Decision? Yes
Summary of Decision	To seek approval for the development of a new mini-golf attraction for Victoria Park.		

Decision maker Date of decision	Cabinet 24/07/24
Community Plan Theme	Boost culture, business, jobs and leisure
Cabinet Member	Cabinet Member for Culture and Recreation

Forward Plan July 2024

Who will be consulted before decision is made and how will this consultation take place	<ul style="list-style-type: none"> • Legal • Asset Management <p>Public consultation will be carried out as part of the Planning process for both amenities.</p>		
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	N/A		
Contact details for comments or additional information	Jahur Ali (Director Leisure and Culture) Jahur.Ali@towerhamlets.gov.uk		
What supporting documents or other information will be available?	N/A		
Is there an intention to consider this report in private session and if so why?	Partly Exempt (Part of the report will be exempt) The report and appendix will include financially sensitive information.		
Title of Report	Tower Hamlets Special Educational Needs, Disabilities and Inclusion Strategy 2024 to 2029.	Ward All Wards	Key Decision? No
Summary of Decision	This partnership strategy will set out the shared outcomes that leaders will work collectively to achieve for all children and young people with Special Educational Needs and Disabilities in Tower Hamlets. It will describe how different services will collaborate to achieve these outcomes.		

Decision maker Date of decision	Cabinet 16/10/24
Community Plan Theme	Accelerate Education
Cabinet Member	Deputy Mayor and Cabinet Member for Education and Lifelong Learning (Statutory Deputy Mayor)
Who will be consulted before decision is made and how will this consultation take place	<ul style="list-style-type: none"> • Children and young people: the 'Our Time' Forum • Parents and Carers: the SEND Independent Parents Forum • NHS and School providers • All interested residents (through consultation) <p>Engagement to support the plan:</p>

Forward Plan July 2024

	<ul style="list-style-type: none"> • Review of families and children’s views from previous engagement and consultation • Discussions with families, children and young people focused on proposed priorities. • Engagement with health and education partners <p>Consultation on the draft strategy and priorities.</p>		
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	<p>Yes</p> <p>The strategy does not include specific decisions and the equalities screening does not identify negative impacts.</p> <p>Nevertheless, ensuring that the strategy provides the best possible support for children and families with a range of protected characteristics will be a priority and an equality impact assessment will be prepared to reflect this.</p>		
Contact details for comments or additional information	<p>Lisa Fraser (Director of Education) lisa.fraser@towerhamlets.gov.uk</p>		
What supporting documents or other information will be available?	<p>Background briefing on children and young people with SEND in Tower Hamlets.</p>		
Is there an intention to consider this report in private session and if so why?	<p>No, Unrestricted</p>		
Title of Report	Approval of council’s Resident Engagement Strategy	Ward All Wards	Key Decision? No
Summary of Decision	<p>Following the in-sourcing of Tower Hamlets Homes to the council, the Resident Engagement Strategy of the landlord service has been refreshed and aligned with the council’s draft Community Engagement Strategy.</p>		

Decision maker Date of decision	Cabinet 16/10/24
Community Plan Theme	A council that works for you and listens to you
Cabinet Member	Cabinet Member for Regeneration, Inclusive Development and Housebuilding
Who will be consulted before decision is made and how will this consultation take place	<p>Internal: affected DLTs</p> <p>External: Residents’ Panel; Tenant & Leaseholder Housing Forum; wider resident body</p> <p>Internal and External Consultation Internal: Briefing paper</p>

Forward Plan July 2024

	External: Briefing paper; OurEastEnd article; Let's Talk consultation		
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	None		
Contact details for comments or additional information	Yasmin Ashley, Charmaine Campbell, Pam Cummins, Alicia Jones, Lesley Owen, Jean Philadelphia Executive Support Team Leader, Childrens & Culture and Health, Adults & Community yasmin.ashley@towerhamlets.gov.uk, Senior Management Support Officer Charmaine.Campbell@towerhamlets.gov.uk, Executive Support Team Leader, Resources, Governance & Chief Execs pam.cummins@towerhamlets.gov.uk, Executive Support Team Leader alicia.jones@towerhamlets.gov.uk, (Service Improvement and Policy Team) lesley.owen@towerhamlets.gov.uk, (Senior Executive Support Officer) Jean.Philadelphia@towerhamlets.gov.uk		
What supporting documents or other information will be available?	Draft Resident Engagement Strategy Equalities screening checklist		
Is there an intention to consider this report in private session and if so why?	No, Unrestricted		
Title of Report	Contract Forward Plan – Q2 – FY 2024-2025	Ward	Key Decision? Yes
Summary of Decision	This report presents the contracts being procured during quarter two. The report also sets out the Contracts Forward Plan at appendix 2 to this report. The report asks for confirmation that all contracts can proceed to contract award after tender.		

Decision maker Date of decision	Cabinet 16/10/24
Community Plan Theme	
Cabinet Member	
Who will be consulted before decision is made and how will this consultation take place	Where required, consultation with service users and stakeholders will be undertaken as part of the project and budget approval process. Necessary consultation will be undertaken in accordance with the Council's policies and procedures
Has an Equality Impact Assessment been	No. Contract specific EqIA is expected to be completed by respective contract owners as part of the directorate approval.

Forward Plan July 2024

carried out and if so the result of this Assessment?	
Contact details for comments or additional information	Andy Grant (Interim Programme Director of Procurement) Andy.Grant@towerhamlets.gov.uk
What supporting documents or other information will be available?	Report and appendices include details of all contracts to be awarded.
Is there an intention to consider this report in private session and if so why?	No, Unrestricted
Title of Report	Food Insecurity Action Plan – Response to recommendations
	Ward All Wards
	Key Decision? No
Summary of Decision	As part of the scrutiny committee's review of LBTH's response to food insecurity a number of recommendations were made for improvements to the local authority's response. This report outlines comments from relevant services and actions taken on board as a result of these recommendations.

Decision maker Date of decision	Cabinet 24/07/24
Community Plan Theme	Boost culture, business, jobs and leisure
Cabinet Member	Cabinet Member for Customer Service, Equalities and Social Inclusion
Who will be consulted before decision is made and how will this consultation take place	N/A
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	No
Contact details for comments or additional information	Ellie Kershaw (Acting Director, Growth and Economic Development) ellie.kershaw@towerhamlets.gov.uk
What supporting documents or other information will be available?	Tower Hamlets Overview and Scrutiny Committee: Food Insecurity in Tower Hamlets Scrutiny Review

Forward Plan July 2024

Is there an intention to consider this report in private session and if so why?	No, Unrestricted		
Title of Report	Land at Gill Street – Options	Ward Limehouse	Key Decision? Yes
Summary of Decision	The report deals with the future of an area of council land at Gill Street, Limehouse. It includes an option for the council to dispose of the land for a new community building.		

Decision maker Date of decision	Cabinet 24/07/24
Community Plan Theme	A clean and green future
Cabinet Member	Cabinet Member for Resources and the Cost of Living
Who will be consulted before decision is made and how will this consultation take place	Legal Services, Finance Emails, document circulation
Has an Equality Impact Assessment been carried out and if so the result of this Assessment?	N/A
Contact details for comments or additional information	Paul Patterson (Interim Corporate Director Housing And Regeneration) paul.patterson@towerhamlets.gov.uk
What supporting documents or other information will be available?	None
Is there an intention to consider this report in private session and if so why?	No, Unrestricted

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