



Cabinet

Thursday, 16 May 2024 at 4.00 p.m.

Council Chamber - Town Hall, Whitechapel

Agenda

Mayor Lutfur Rahman

Cabinet Members

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

[The quorum for Cabinet is 3 Members]

Further Information

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



Public Information

Viewing or Participating in Cabinet Meetings

The public are welcome to attend meetings of the Cabinet. Procedures relating to Public Engagement are set out in the 'Guide to Cabinet' attached to this agenda. Except where any exempt/restricted documents are being discussed, the public are welcome to view this meeting through the Council's webcast system.

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

Meeting Webcast

The meeting is being webcast for viewing through the Council's webcast system.

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

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A Guide to CABINET

Decision Making at Tower Hamlets

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

Which decisions are taken by Cabinet?

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

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

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

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

Published Decisions and Call-Ins

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

- The decisions will be published on: **Monday, 20 May 2024**
- The deadline for call-ins is: **Tuesday, 28 May 2024**

Any Call-Ins will be considered at the next meeting of the Overview and Scrutiny Committee. The Committee can reject the call-in or they can agree it and refer the decision back to the Mayor, with their recommendations, for his final consideration.

Public Engagement at Cabinet

The main focus of Cabinet is as a decision-making body. However there is an opportunity for the public to contribute through making submissions that specifically relate to the reports set out on the agenda.

Members of the public may make written submissions in any form (for example; Petitions, letters, written questions) to the Clerk to Cabinet (details on the previous page) by 5 pm the day before the meeting.

Cabinet

Thursday, 16 May 2024

4.00 p.m.

Pages

PUBLIC QUESTION AND ANSWER SESSION

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

1. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS AND OTHER INTERESTS

9 - 10

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

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

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

3. UNRESTRICTED MINUTES

11 - 18

The unrestricted minutes of the Cabinet meeting held on 24 April 2024 are presented for approval.

4. ANNOUNCEMENTS (IF ANY) FROM THE MAYOR

5. OVERVIEW & SCRUTINY COMMITTEE

5.1 Chair's Advice of Key Issues or Questions

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

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

(Under provisions of Section 30, Rule 59 of the Constitution).

6. UNRESTRICTED REPORTS FOR CONSIDERATION

6.1	Transforming Tower Hamlets Council: building a stronger future	To Follow
<p>Report Summary: Following the appointment of the Chief Executive in July 2023, Tower Hamlets Council embarked on its ambitious 'People First' transformation journey. This report details the significant progress made in addressing key concerns identified by the Head of Paid Services.</p> <p>Wards: All Wards Lead Member: Mayor Corporate Priority: All Priorities</p>		

6.2	Delivering the Medium-Term Financial Strategy	To Follow
<p>Report Summary: This discussion paper provides an update on: - the current position - actions being taken to mitigate the identified risks - further options to consider to mitigate and manage any emerging risks</p> <p>The primary objective is to ensure delivery of the 2024/25 budget which forms year one of the Medium-Term Financial Strategy (MTFS) as approved by full Council on 28th February 2024.</p> <p>Wards: All Wards Lead Member: Cabinet Member for Resources and the Cost of Living Corporate Priority: Invest in public services</p>		

6.3	Be Well Leisure Insourcing Programme	To Follow
<p>Report Summary: This report updates on the insourcing of the <i>Be Well</i> Leisure Service on 1st May 2024. The report sets out the key activities for the coming year coordinated by the Leisure Programme Board to further develop the service over the next 12 months now it is in-house.</p> <p>Wards: All Wards Lead Member: Cabinet Member for Culture and Recreation Corporate Priority: All Priorities</p>		

Tower Hamlets Council
Tower Hamlets Town Hall
160 Whitechapel Road
London E1 1BJ

6.4	Scrutiny improvement plan	To Follow
<p>Report Summary: The Scrutiny function of the Council is an important part of the governance arrangements of the Council and a key element of the Council's arrangements to ensure continuous improvement and meet its statutory best value duty. This report identifies areas for improvement in the Council's Scrutiny function and a set of dedicated actions to address them. It calls for Cabinet to note, endorse and or approve these actions. Some suggested ways forward will need to be the subject of further discussion and approval by the Overview and Scrutiny Committee.</p> <p>Wards: All Wards Lead Member: Mayor Corporate Priority: All Priorities</p>		

6.5	Contracts Forward Plan 2023/24 - Quarter 4	To Follow
<p>Report Summary: This report presents the contracts being procured during quarter four. The report also sets out the Contracts Forward Plan at appendix 3 to this report.</p> <p>The report asks for confirmation that all contracts can proceed to contract award after tender.</p> <p>Wards: All Wards Lead Member: Cabinet Member for Resources and the Cost of Living Corporate Priority: All Priorities</p>		

6.6	Tower Hamlets Council Strategic Plan: 2024/25 Annual Delivery Plan	19 - 58
<p>Report Summary: The Strategic Plan 2022 to 2026 is the council's main corporate business plan. The plan embeds the Mayor's vision and the administration's manifesto into a high level policy framework and demonstrates how they will be delivered alongside the council's statutory duties. The plan sets a framework for performance monitoring and reporting. It is supported by and aligned with the Medium-Term Financial Strategy.</p> <p>Each year the council publishes an Annual Delivery Plan. The 2024/25 Annual Delivery Plan describes the key actions the council will take this year to deliver the Strategic Plan, and how we will measure progress.</p> <p>Wards: All Wards Lead Member: Mayor Corporate Priority: All Priorities</p>		

6.7	Procurement of a Technology Enabled Care Transformation Partner	59 - 66
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Report Summary:

This paper seeks approval to commence procurement for the Transformation Partner that will support the Technology Enabled Care Transformation Project, which will deliver MTFS savings

Wards: All Wards

Lead Member: Cabinet Member for Health, Wellbeing and Social Care

Corporate Priority: Invest in public services

6 .8 Tower Hamlets Partnership Review**67 - 88****Report Summary:**

In September 2023, the Partnership Executive Group agreed to review its partnership arrangements. This report presents draft recommendations for consideration.

Wards: All Wards

Lead Member:

Corporate Priority:

6 .9 Victoria Park Licence to Occupy**89 - 104****Report Summary:**

The granting of a licence to AEG Presents Limited to occupy areas of Victoria Park at times to be specifically agreed between August 2024 and September 2027.

This is a key decision in that it may have a significant impact on the communities of two or more wards.

Wards: All Wards

Lead Member: Cabinet Member for Culture and Recreation

Corporate Priority: Boost culture, business, jobs and leisure

7. ANY OTHER UNRESTRICTED BUSINESS CONSIDERED TO BE URGENT**8. EXCLUSION OF THE PRESS AND PUBLIC**

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

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

EXEMPT/CONFIDENTIAL SECTION (PINK)

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

9. EXEMPT / CONFIDENTIAL MINUTES

Nil items.

10. OVERVIEW & SCRUTINY COMMITTEE

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

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

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

(Under provisions of Section 30, Rule 59 of the Constitution).

11. EXEMPT / CONFIDENTIAL REPORTS FOR CONSIDERATION

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

Next Meeting of Cabinet:

Wednesday, 10 July 2024 at 5.30 p.m. in Council Chamber - Town Hall, Whitechapel



Agenda Item 2

DECLARATIONS OF INTERESTS AT MEETINGS– NOTE FROM THE MONITORING OFFICER

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

(i) Disclosable Pecuniary Interests (DPI)

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

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

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

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

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

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

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

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

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

Guidance on Predetermination and Bias

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

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

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

APPENDIX A: Definition of a Disclosable Pecuniary Interest

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

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

LONDON BOROUGH OF TOWER HAMLETS

MINUTES OF THE CABINET

HELD AT 5.45 P.M. ON WEDNESDAY, 24 APRIL 2024

COUNCIL CHAMBER - TOWN HALL, WHITECHAPEL

Members Present in Person:

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

Officers Present in Person:

Menara Ahmed	(Hate Crime Policy & Partnership Manager)
Stephen Halsey	(Chief Executive)
Julie Lorraine	(Corporate Director Resources)
Dr Somen Banerjee	(Director of Public Health)
Steve Reddy	(Interim Corporate Director, Children's Services)
Ann Corbett	(Director, Community Safety)
Robin Beattie	(Acting Director of Strategy Innovation and Transformation)
Katie Cole	(Associate Director of Public Health)
Nicola Klinger	(Housing Companies Manager)
Craig Morbey	(Strategy and Policy Lead)
Simon Smith	(Head of Community Safety)
Joel West	(Democratic Services Team Leader (Committee))

Officers In Attendance Virtually:

Layla Richards	(Head of Strategy and Policy – Children and Culture)
Richard Ward	(Head of Commercial & Contracts)

1. APOLOGIES FOR ABSENCE

None.

2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS AND OTHER INTERESTS

None.

3. UNRESTRICTED MINUTES**RESOLVED:**

1. That the unrestricted minutes of the Cabinet meeting held on Wednesday 27 March 2024 be approved and signed by the Mayor as a correct record of proceedings.

4. ANNOUNCEMENTS (IF ANY) FROM THE MAYOR

The Chief Executive announced that a recent Member appointment panel had recommended the appointment of Steve Reddy as Corporate Director Children's Services.

The Mayor and Cabinet noted that the St George's flag had been flown at the Town Hall yesterday (23 April) to mark St George's Day.

The Mayor asked that attendees observe a minute's silence to commemorate the anniversary of the nail bomb attacks in Brick Lane, Soho and Brixton in April 1999.

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

Councillor Musthak Ahmed, Chair Overview and Scrutiny Committee addressed the meeting on behalf of the Committee. He provided the Mayor and Cabinet with an overview of the Committee's previous meeting and recent work including:

- the Committee's review of the LGA Corporate Peer Review Action Plan and in particular actions to streamline decision-making, the council's workforce strategy and efforts to address recruitment and retention to ensure greater diversity in senior leadership.
- Exploring leisure Insourcing opportunities, investment requirements and communication challenges
- the Committee had reviewed plans for a new Parking Enforcement Strategy; managing matchdays and events at London Stadium, plans for electrical charging points, and questioned performance data on ticket challenges; and

- the Committee had agreed recommendations from its Challenge Session on Markets. This followed site visits and engagement with traders to hear their lived experiences; examination of best practises adopted nationally and in neighbouring boroughs. An action plan response would be drafted for Cabinet's consideration shortly.

Further to the first point (LGA Corporate Peer Review Action Plan), Stephen Halsey, Chief Executive asked the Mayor and Cabinet to note that he had met with representatives of all political groups to discuss the draft action plan. Follow-up correspondence had been limited. He stressed the development of the action plan was to be an inclusive and iterative process.

The Mayor thanked Councillor Ahmed and the rest of the Council's Overview and Scrutiny Committee for the important role that they play. He welcomed the additional value the Council's scrutiny function brought to the Council's governance and decision-making processes. He also expressed regret that, due to a close family bereavement, he was unable to attend the most recent meeting of the Committee.

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

Nil items.

6. UNRESTRICTED REPORTS FOR CONSIDERATION

6.1 Community Engagement Strategy 2024-28

Craig Morbey, Strategy and Policy Lead and Robin Beattie, Director. of Strategy, Transformation & Improvement introduced the report that outlines the Council vision for community engagement to be 'a council that listens to communities to build a borough that works for everyone.' Craig briefly summarised the Strategy's six priorities.

Steve Haley, Chief Executive, explained how the strategy would ensure a joined-up, corporate approach to engagement.

Cabinet members welcomed the report and encouraged the Mayor to consider even more engagement activities to listen to residents, such as exploring participatory budgets. Members also highlighted how technical ability can be barriers to participation on consultations.

The Mayor welcomed the new strategy which he hoped would improve the way the Council engages with and consults residents. He emphasised his manifesto commitment to become a 'listening council'. He also stressed the Council must work with faith communities and BAME media to best utilise local resources.

RESOLVED that the Mayor in Cabinet:

1. Approves the Community Engagement Strategy as set out in Appendix 1 to the report.
2. Notes the consultation with residents, partners, staff, and elected members to develop the strategy as set out in Appendix 2 to the report.
3. Notes the result of the equality screening as set out in paragraph 4.1 of the report.

6.2 Women's Safety Action Plan

Council Abu Talha Choudhury, Cabinet Member for Safer Communities, introduced the report that set out the Women's Safety Action Plan developed and implemented as a result of seven recommendations made by the Overview and Scrutiny Committee in February 2023. Councillor Choudhury explained that all of the recommendations were already in progress of implementation, with an overarching Strategy to be launched soon.

Ann Corbett, Director Safe Communities and Simon Smith, Head of Community Safety and Menara Ahmed, Senior VAWG, Domestic Abuse & Hate Crime Manager added detail summarising some of the current Council initiatives to address safety of women including working with partners such as police, licensing colleagues, schools and faith communities.

Cabinet members welcomed the report and explained how some of the Mayor's recent initiatives would also improve the lives of women by providing a more active, affluent and stronger economy and community.

The Mayor welcomed the report and stressed how some of his wider efforts, including those to combat overcrowding in the borough and investment in a new youth service would promote wider social and health benefits for women in Tower Hamlets, adding value to the work of this action plan. The Mayor asked for some amendments to the recommendations as listed.

RESOLVED that the Mayor in Cabinet:

1. Approves the women's safety action plan at Appendix 1 to the report, subject to the following additions to the recommendations as underlined below:

Recommendation 1

The council and its strategic partners, including the Metropolitan Police, Faith Communities and the VCS to collaborate to improve the awareness of women of the programmes and help available directly that support women's safety on the streets.

Recommendation 2

The Council to review current funding arrangements and increase the capacity to support women's groups that offer domestic abuse services to the community. This to tie into a service-wide review of what is on offer to women of all communities.

Recommendation 4

The Council's Children and Education Service, in particular Young Tower Hamlets to design support for increasing capacity at schools on raising awareness of domestic abuse and support available.

Recommendation 5

The Council and Residential Social Landlord (RSL) partners should actively strengthen their partnership workings to focus on tackling women safety issues on RSL estates which will build on ongoing RSL work begun with the Ask the Ombudsman event.

Recommendation 6

The Police/THEOs to actively target and focus their recruitment and retention strategy to reflect recruiting representative women from the community in Tower Hamlets. This to be done in cooperation with faith communities and the Council.

6.3 New Social Housing Regulatory Functions and Nominees to Adopt Responsibilities

Councillor Kabir Ahmed, Cabinet Member for Regeneration, Inclusive Development and Housebuilding introduced the report that set out the requirement to nominate individuals to two new functions (Responsible Person and Health and Safety Lead) to comply with the below new regulations for social housing landlords.

Paul Patterson, Corporate Director Housing and Regeneration, explained how the new approach reinforced the Council's commitment to housing safety and new standards. He also explained that work was underway to integrate workstreams following insourcing of Tower Hamlets Homes.

The Mayor welcomed the report

RESOLVED that the Mayor in Cabinet

1. Notes the requirement for individuals to be appointed to two new functions to comply with new commitments and legislation related to social housing landlords:
 - a. **Responsible Person** to oversee the council's compliance with the new social housing Consumer Standards, as set out in the Charter

for Social Housing Residents and Social Housing (Regulation) Act 2023.

- b. **Health and Safety Lead** to be responsible for monitoring and assessing the risk of failure to comply with health and safety requirements related to the council's social housing stock as set out in the Social Housing (Regulation) Act 2023.
2. Appoints the Director of Housing Asset Management to be the Council's Health and Safety Lead as set out in the Social Housing (Regulation) Act 2023.
3. Appoints the Corporate Director, Housing & Regeneration to be the Council's Responsible Person as set out in the Charter for Social Housing Residents.

6.4 Tower Hamlets Young People's Supported Housing Pathway

Steve Reddy, Corporate Director Children's Services introduced the report that, further to a previous extension in November 2023, updated Mayor and Cabinet on the recommissioning of the Tower Hamlets Young People's Supported Housing Pathway (YPSHP) and sought permission for the retendering of the YPSHP and an extension to the existing contracts. Steve explained the difficulties that officers had encountered with the previous procurement exercise and explained that this approach would ensure service continuity and contracts were awarded to suitably qualified providers when the existing contract extensions had ended.

Cabinet members asked that a forward plan of procurement activity could help the Council prepare for similar occurrences.

Julie Lorraine, Corporate Director Resources, asked Mayor and Cabinet to note that the comments of the chief finance officer in the report provided should refer to a six-month extension (not 9 months).

The Mayor asked officers to note that he was minded to agree a six-month extension to the current contract as an exception, but that ordinarily he insisted on open procurement wherever possible. He also asked officers widen future procurement exercises to ensure smaller providers were not excluded or did not face unnecessary barriers.

RESOLVED that the Mayor in Cabinet:

1. Approves the recommissioning of the Young People's Supported Housing Pathway procurement that went live on 18th September 2023 and closed on 17th November 2023.
2. Approves the award of contract extensions to the four block contracts of three existing providers in the Young People's Supported Housing Pathway of 6 months each to allow for a suitable tender and mobilisation period of the reprocurement.

3. Notes the specific equalities considerations as set out in Paragraph 4.1 of the report.

6.5 Contract extension for School Health and Wellbeing Service and Integrated Young People's Health and Wellbeing Service (Safe East

Councillor Gulam Kibria Choudhury, Cabinet Member for Health, Wellbeing and Social Care, introduced the report that sought contract extensions for the School Health and Wellbeing Service and the Integrated Young People's Health and Wellbeing Service. Councillor Choudhury explained that whilst a procurement exercise had concluded, evaluation had concluded the bid did not deliver best value for the requirements as set out in the service specification.

Katie Cole, Associate Director for Public Health, added further detail. Katie explained why an 8-month extension was desirable in this instance.

Further to his comments on the previous item (Item 6.4, Young People's Supported Housing Pathway) The Mayor asked officers to note that he was minded to agree an eight-month extension to the contracts as an exception, but that ordinarily he insisted on open procurement wherever possible. He also asked officers widen future procurement exercises to ensure smaller providers were not excluded or did not face unnecessary barriers.

Julie Lorraine, Corporate Director Resources, explained that officers in her service had recently met with the Interim Corporate Director for Adult Social Care to agree new procurement processes to address backlogs and ensure that future resourcing was adequate.

RESOLVED that the Mayor in Cabinet:

1. Approves the extension of the contracts for the two services for a period of 8 months to allow for the continuation of the procurement process and mobilisation of the new contract during term time.

7. ANY OTHER UNRESTRICTED BUSINESS CONSIDERED TO BE URGENT

Nil items.

8. EXCLUSION OF THE PRESS AND PUBLIC

Nil items.

9. EXEMPT / CONFIDENTIAL MINUTES

Nil items.

10. OVERVIEW & SCRUTINY COMMITTEE

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

Nil items.

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

Nil items.

11. EXEMPT / CONFIDENTIAL REPORTS FOR CONSIDERATION


Nil items.

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

Nil items.

The meeting ended at 7.05 p.m.

Chair, Mayor Lutfur Rahman
Cabinet

<p>Cabinet</p> <p>16 May 2024</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Robin Beattie, Interim Director of Strategy, Improvement and Transformation</p>	<p>Classification: Unrestricted</p>
<p>Strategic Plan: Annual Delivery Plan 2024 – 2025</p>	

Lead Member	Mayor Lutfur Rahman
Originating Officer(s)	Afazul Hoque, Head of Corporate Strategy and Communities Onyekachi Ajisafe, Strategy and Policy Officer
Wards affected	All
Key Decision?	Yes
Reason for Key Decision	Significant impact on wards
Forward Plan Notice Published	4 March 2024
Exempt information	None
Strategic Plan Priority / Outcome	<p>All 8 Strategic Priorities:</p> <p>Priority One: Tackling the Cost of Living</p> <p>Priority Two: Homes for the Future</p> <p>Priority Three: Accelerate Education</p> <p>Priority Four: Boost Culture, Business, Jobs and Leisure</p> <p>Priority Five: Invest in Public Services</p> <p>Priority Six: Empower Communities and Fight Crime</p> <p>Priority Seven: A Clean and Green Future</p> <p>Priority Eight: A Council that Listens and Works for Everyone</p>

Executive Summary

The council’s Strategic Plan 2022-26 sets out the Mayor’s vision for the borough. To deliver on this Strategic Plan, we publish an Annual Delivery Plan which describes what activities the council will deliver against the plan’s priorities.

The Annual Delivery Plan for 2024/25 sets out in detail how the council will progress the delivery of the Strategic Plan’s priorities in this third year of the administration. The plan will form the basis for performance reporting. It includes annual deliverables for the year, together with existing and newly refreshed performance measures to be used to track delivery, measure impact, and benchmark how well we are performing.

The Delivery Plan builds on the council's performance so far for 2023/24. Section 3 below notes the main areas of strong focus the plan will progress this year to promote improved outcomes for local residents. This also includes planned work to progress the delivery of the Mayor's key capital projects, as well as work to continue our improvement work across council services, and achieve savings objectives.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Approve the Annual Delivery Plan for 2024/25 (Appendix 1).
2. Approve the refreshed performance measures for 2024/25 (Appendix 2).
3. Note that the target setting for 2024/25 performance measures will be developed and reported to Mayor and Members in July 2024.

1 REASONS FOR THE DECISIONS

- 1.1 It is important that the council sets out how it plans to deliver on its key priorities in the year ahead and how it will measure progress against them.

2 ALTERNATIVE OPTIONS

- 2.1 The Mayor may choose not to progress the Annual Delivery Plan 2024/25. This course of action is not recommended as the plan is key to the council's annual business planning arrangements, and policy and budget framework. Not progressing would leave the council with a significant planning gap for the year ahead.
- 2.2 The Mayor in Cabinet may choose to further amend the Annual Delivery Plan 2024/25. This would require further consideration on any impact on the medium-term financial plan and potential delay to the council's business planning process.

3 DETAILS OF THE REPORT

- 3.1 The Strategic Plan 2022 to 2026 is the council's main corporate business plan. The plan embeds the Mayor's vision into a high level policy framework and demonstrates how they will be delivered alongside the council's statutory duties. It is supported by and aligned with the Medium-Term Financial Strategy (MTFS).
- 3.2 The Strategic Plan sets council priorities for the life of the current administration. Following the publication of this year's Annual Delivery Plan, a

Strategic Plan refresh is being considered to update the plan in line with emerging priorities for the administration.

- 3.3 The Annual Delivery Plan sets out in detail how the council will progress the delivery of the Strategic Plan's priorities each year. The Plan is an important element of the council's framework for performance monitoring and reporting, and supports prioritisation and focus on the use of council resources. The plan includes annual deliverables for the year, together with performance measures to be used to track delivery and impact. Taken together, the Strategic Plan and Annual Delivery Plan reflect the council's commitment to improving outcomes for residents and the borough. Working together across traditional organisational boundaries, we need a relentless focus on what has the biggest impact on outcomes. This needs us to question not only how our services are performing, but also whether we are doing the right things to deliver the impact needed.
- 3.4 In order to operationalise the plan, services monitor progress against a series of operational milestones to ensure they are on track to deliver each annual deliverable and therefore meet the policy priorities set out in the Strategic Plan. Annual deliverables and milestones are incorporated into Service Plans and fed into the My Annual Review process for council staff as part of the 'golden thread' of delivery.
- 3.5 The Strategic Plan and Annual Delivery plan do not contain everything the council does. This detail is provided by Service Plans which include 'business as usual' activities and helps to ensure the council provides effective and efficient modern services for residents.
- 3.6 The Annual Delivery Plan for 2024/25 incorporates a strong focus on improving all the council's services in order to meet residents' expectations and to deliver the ambitious objectives reflected in the Strategic Plan. It builds on the progress in 2023/24, ensuring continued delivery of manifesto commitments into the work of the council alongside our ongoing work to improve services and meet our statutory obligations.
- 3.7 A new pledge '*Prepare for the transition of London Legacy Development Corporation (LLDC) planning and regeneration powers and responsibilities*' has been included in this year's Annual Delivery Plan, to further progress joint working towards the delivery of the administration's commitments on planning, regeneration, and inclusive economy projects.
- 3.8 Further detail and commentary on the council's performance against key targets in 2023/24 can be found in the forthcoming Annual Strategic Delivery Performance Report 2023/24 reported to Cabinet in July. The table below shows a summary of new actions in the 2024/25 Annual Delivery Plan against each Strategic Plan priority.

Priority 1: Tackling the Cost-of-Living Crisis

- Creating a Cost-of-Living Relief Fund for 2024/25 alongside the existing 100% council tax support scheme to support lower income households.
- Increasing the Education Maintenance Allowance amount from £400 to £600 per year for 1,250 students.
- Continuing university bursaries awards, increasing the £1,500 per pupil award from 400 to 800 students.
- Delivering holiday food programme for Easter, Summer and Christmas holidays this year for children who are most in need, and tonnes of food provided to food aid organisations.
- Household Support Fund to deliver projects to support residents with rising food and fuel costs.
- Implementing actions to reduce the incidences of revenge evictions, promote renters rights, prevent homelessness such as: Private Rented Sector (PRS) find your own accommodation grant, and incentives for landlords to increase the supply of temporary and PRS accommodation to support residents.

Priority 2: Homes for the Future

- Focused work to improve the number of homeless residents supported into sustainable accommodation, including implementation of our action plan to tackle overcrowding and a refreshed Homelessness and Rough Sleeping Strategy.
- Promoting the delivery of affordable homes, improving living conditions and holding landlords to account.
- Undertaking a rolling programme of asset management and capital delivery activities including progression of the Mayor's key capital projects.
- Staff recruitment and registration with the Building Safety Regulator, new administrative processes implemented to meet the new Building Safety Act and improve safety and security of homes in the borough.

Priority 3: Accelerating Education

- A set of wide-ranging initiatives to support children and young people in the borough which includes: Implementing the Lifelong Learning action plan, more focus on driving school attendance, maximising take-up of universal secondary free school meals, Young Tower Hamlets being operational, family hubs, digital inclusion, and developing the Community Language Service across Tower Hamlets.
- Creating an Institute of Academic Excellence scheduled for opening by 2025/26 – an A-level institution that will look to improve attainment, and send more local children to Oxbridge, Russell Group, and world class universities.
- Measures to support half of local primary and secondary schools to implement the SEND Inclusion Framework.
- Generating a self-assessment tool and support to 80% of schools to self-audit their SEND provision.
- Develop SEND Early Intervention approach and front door model.

- Additional supported internship programme and SEN apprenticeship programme.

Priority 4: Boosting culture, business, jobs, and leisure

- Launch free swimming for women and girls. And free swimming for men over 50 years to encourage more women to participate in sports activities. And free swimming for men over 50 years.
- Launch new Sports Strategy 2024-27 – including programmes to increase participation for women and girls, and refresh of women’s only gym facilities.
- Delivering a Mayor’s cup tournament.
- Programmes to boost local tourism and promotion of Tower Hamlets as a place to visit, work and invest in – such as implementing the Markets Improvement Plan, and measures to mitigate the impact of the night-time economy on the borough, including police patrols and street cleaning/washing in night-time economy areas.

Priority 5: Investing in public services

- Fully operational insourced leisure centres to improve social value for residents.
- Implementation of improvement plans in waste, Children's Social Care, SEND and Youth Justice.
- Delivering two new supported housing schemes.
- Producing a multi-sector Pandemic Plan 2024-2034 and a programme co-produced with residents.
- Steps towards implementation of free community care, and the Young Ambassadors programme.

Priority 6: Empowering communities and fighting crime

- £3.2m additional investment into drug treatment and recovery services, delivering new culturally specific substance misuse services.
- Progress with the commissioning of the new culturally sensitive adult care facility (extra care) designed to promote independence and wellbeing.
- Investment in a new Women’s Resource Centre with a focus on Bangladeshi Women to promote inclusion, opportunity and accessibility to educational, cultural and employment opportunities.
- Establishing a Somali Resource Centre focusing on promoting inclusion and accessibility to educational, cultural and employment opportunities.
- A range of engagement work with community equality networks to ensure diverse views influence local decision making.
- Refreshing the Community Cohesion Plan for 2025-2029.
- Community events which celebrate our diverse communities.
- Focused work with Registered Social Landlords through the Community Safety Partnership.

Priority 7: A Clean and Green Future

- Delivering on the Mayor’s cleaner, greener future policy initiatives. Continued delivery in areas related to trees planted, and children engaged in school cycle schemes.
- Delivering on Reduction and Recycling Plan priorities including Flats Recycling improvements to 960 blocks, food repromotion to low-rise properties, communication and engagement activities, and implementation of new waste management policy.
- Roll out of new anti-fly tipping communication, deployable CCTV equipment to support the enforcement of fly-tipping in hotspot areas.
- Work to drive down missed bin collections and implementing a waste improvement plan and route optimization to promote cleaner, more presentable streets across the borough.

Priority 8: A council that listens and works for everyone

- Continued regular Mayoral surgeries and Ask the Mayor events
- Delivering the Community Engagement Strategy 2024-2028,
- A new Voluntary and Community Sector Partnership Strategy,
- An Annual Residents Survey
- Implementing action plans for the LGA Corporate Peer Challenge, the Voluntary and Community Sector Partnership Strategy, and the Workforce to Reflect the Community Strategy.
- Effective business planning measures, and actions towards delivering the council’s savings objective.

3.9 The Plan has been developed by council services, who have worked very closely with the Lead Members and the Mayor’s Office to produce annual deliverables and their milestones for next year which we’ll monitor, ensuring that it reflects the administration’s vision and priorities.

3.10 In terms of the performance reporting process, we have introduced a new step in the journey performance reports take through the meetings cycle. Corporate Directors will now be expected to brief their Lead Members on performance in their monthly one to ones between DMT and CMT. See below:

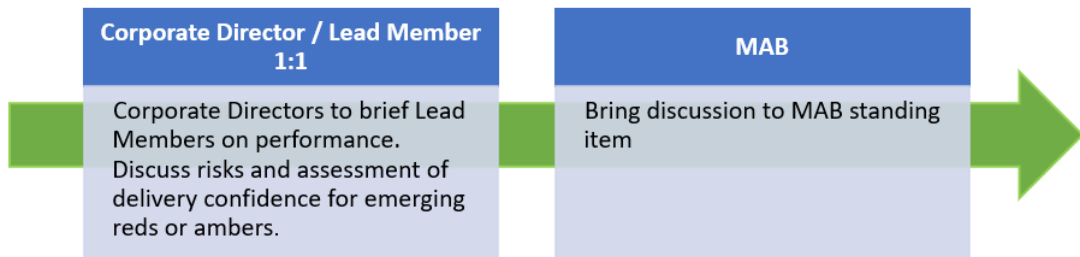
Quarterly Performance Meeting Cycle



3.11 In between this quarterly performance reporting cycle, Corporate Directors will also be expected to have discussions with their Lead Members on risks reported by service intelligence, and their assessment of delivery confidence

on emerging reds or ambers, and flag this for discussion at the MAB standing item. See below:

Monthly Performance Meeting Cycle



- 3.12 To ensure that the Annual Delivery Plan priorities effectively translate into service-level business plans, guidance has prepared for Heads of Service on developing their service plans. These Service Plans will reflect priorities from the Annual Delivery Plan but also incorporate business as usual and improvement priorities for services.
- 3.13 We've launched a new platform called TH Plans, where the Annual Delivery Plan and all Service Plans will now be published internally, and compliance monitored to ensure all services have produced their Service Plan.
- 3.14 Some new performance measures have been introduced this year, aligning with Office for Local Government (OFLOG) measures where appropriate, and to improve ease of benchmarking.
- 3.15 We will carefully consider the balance of measures in the suite, to ensure a good spread of quantitative, qualitative, customer outcome, along with service standard measures.
- 3.16 We have introduced changes to the way we RAG rate performance by moving towards the IPA framework for Delivery Confidence, which is used widely by Government, aiming to move us towards a more holistic, open conversation around performance confidence. See below:

Definitions of RAG Status for Milestones

Previous	Proposed going forward
 <div style="background-color: #4a7ebb; color: white; padding: 10px; border-radius: 5px; display: inline-block; text-align: center; width: 100%;">Completed</div>	 <div style="background-color: #4a7ebb; color: white; padding: 10px; border-radius: 5px; display: inline-block; text-align: center; width: 100%;">Completed</div> <div style="background-color: #4a7ebb; color: white; padding: 10px; border-radius: 5px; display: inline-block; text-align: center; width: 100%;">Milestone delivered successfully</div>
 <div style="background-color: #4a7ebb; color: white; padding: 10px; border-radius: 5px; display: inline-block; text-align: center; width: 100%;">On target to be delivered on time</div>	 <div style="background-color: #4a7ebb; color: white; padding: 10px; border-radius: 5px; display: inline-block; text-align: center; width: 100%;">Green</div> <div style="background-color: #4a7ebb; color: white; padding: 10px; border-radius: 5px; display: inline-block; text-align: center; width: 100%;">Successful delivery of the milestone to time, cost and quality is highly likely and there are no major issues that appear to threaten delivery</div>
 <div style="background-color: #4a7ebb; color: white; padding: 10px; border-radius: 5px; display: inline-block; text-align: center; width: 100%;">Unlikely to be delivered on time</div>	 <div style="background-color: #4a7ebb; color: white; padding: 10px; border-radius: 5px; display: inline-block; text-align: center; width: 100%;">Amber</div> <div style="background-color: #4a7ebb; color: white; padding: 10px; border-radius: 5px; display: inline-block; text-align: center; width: 100%;">Successful delivery is feasible but significant issues exist requiring management attention. These are resolvable if addressed promptly and should not present a cost or schedule overrun</div>
 <div style="background-color: #4a7ebb; color: white; padding: 10px; border-radius: 5px; display: inline-block; text-align: center; width: 100%;">Overdue</div>	 <div style="background-color: #4a7ebb; color: white; padding: 10px; border-radius: 5px; display: inline-block; text-align: center; width: 100%;">Red</div> <div style="background-color: #4a7ebb; color: white; padding: 10px; border-radius: 5px; display: inline-block; text-align: center; width: 100%;">Successful delivery of the milestone appears to be unachievable. There are major issues which do not appear to be manageable or resolvable.</div>

3.17 The new RAG rating scheme is more comprehensive for milestones. It incorporates quality, timeliness, and budget as aspects into the status. It also avoids raising false red flags as red is defined to be more severe and makes it easier to identify milestones that need management attention.

Definitions of RAG Status for Measures

Previous	Proposed going forward
 <div style="background-color: #4a7ebb; color: white; padding: 10px; border-radius: 5px; display: inline-block; text-align: center; width: 100%;">Above target</div>	 <div style="background-color: #4a7ebb; color: white; padding: 10px; border-radius: 5px; display: inline-block; text-align: center; width: 100%;">Green</div> <div style="background-color: #4a7ebb; color: white; padding: 10px; border-radius: 5px; display: inline-block; text-align: center; width: 100%;">The outturn figure is within the range considered successful for the measure and there are no major issues that appear to threaten delivery.</div>
 <div style="background-color: #4a7ebb; color: white; padding: 10px; border-radius: 5px; display: inline-block; text-align: center; width: 100%;">Below target but above minimum target</div>	 <div style="background-color: #4a7ebb; color: white; padding: 10px; border-radius: 5px; display: inline-block; text-align: center; width: 100%;">Amber</div> <div style="background-color: #4a7ebb; color: white; padding: 10px; border-radius: 5px; display: inline-block; text-align: center; width: 100%;">The outturn figure is within a range that signals significant issues exist requiring management attention. These are resolvable if addressed promptly and should not present a cost or schedule overrun.</div>
 <div style="background-color: #4a7ebb; color: white; padding: 10px; border-radius: 5px; display: inline-block; text-align: center; width: 100%;">Below Minimum target</div>	 <div style="background-color: #4a7ebb; color: white; padding: 10px; border-radius: 5px; display: inline-block; text-align: center; width: 100%;">Red</div> <div style="background-color: #4a7ebb; color: white; padding: 10px; border-radius: 5px; display: inline-block; text-align: center; width: 100%;">The outturn figure is within a range that signals successful delivery of the service appears to be unachievable in the short-term. There are major issues which do not appear to be manageable or resolvable.</div>

3.18 There is not much difference in the RAG rating scheme for measures. It avoids raising false red flags as red is defined to be more severe.

3.19 Improvement to back-end performance systems is also underway to better support management of performance data.

3.20 Over the coming year, the council is undergoing a range of improvement programmes linked to independent reviews and inspection visits. To support this, work has taken place to develop an improvement programme mapping

out inspections taking place, and ensuring required action plans are on track for delivery.

4 EQUALITIES IMPLICATIONS

4.1 Equality is at the heart of everything we do as a council, from the money we spend, and the people we employ, to the services we provide. The borough's diversity is one of our greatest strengths. We are committed to the public sector equality duty under the Equality Act 2010.

4.2 The Strategic Plan set out the council's equality objectives:

- Building a workforce to reflect the community.
- Work with communities across the borough to bring people together from different backgrounds and promote understanding.
- Uphold and protect equality and diversity in all circumstances.
- Address inequalities particularly those faced by Bangladeshi and Somali communities.
- Improve safety and opportunities for women.

These equality objectives are further translated into the:

- Tower Hamlets Equality Policy 2023-2027 – which sets out clear commitments to ensure equality in all aspects of the council's functions including: our services, our partnerships, commissioning, community engagement, and our workforce.
- Corporate Equalities Plan 2024-26 – sets out the work plan for the whole organisation towards the council's equality priorities to build a strong, inclusive, and fair borough addressing inequalities through the services we provide, the money we spend, the people we employ, ensuring our workforce reflects the community (as set out in our Equality Policy 2023-27), and working effectively with our partners to ensure better outcomes for the community.

4.3 The Annual Delivery Plan sets out the actions we will take to deliver these equality objectives in 2024/25.

4.4 No adverse consequences are foreseen and the development of individual programmes and proposals arising from the plan where required will be subject to an Equality Analysis.

5 OTHER STATUTORY IMPLICATIONS

5.1 This section of the report is used to highlight further specific statutory implications that are either not covered in the main body of the report or are required to be highlighted to ensure decision makers give them proper consideration. Examples of other implications may be:

- Best Value Implications,
- Consultations,

- Environmental (including air quality),
- Risk Management,
- Crime Reduction,
- Safeguarding.
- Data Protection / Privacy Impact Assessment.

5.2 **Best Value Implications**

The Annual Delivery Plan is an important tool for the council to fulfil the ‘best value’ requirement set out in Section 3 of the Local Government Act. The Act requires authorities, including the Council, to “make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness”. Monitoring reports to members and actions arising from those reports will help to demonstrate that the Council has undertaken activity to satisfy the statutory duty. An example is the ongoing restructuring work being undertaken by the Council to deliver on the savings objective of the administration towards achieving best value, which the Annual Delivery Plan 2024/25 reflects.

- 5.3 The Annual Delivery Plan also embeds commitments which set out how the council will deliver its duties in relation to consultation, environmental and air quality duties, crime reduction and safeguarding.

6 **COMMENTS OF THE CHIEF FINANCE OFFICER**

- 6.1 There are no direct financial implications arising from the approval of the plan or performance measures. The delivery of the plan will be met from approved budgets and should any additional funding be required this would need to follow the appropriate governance arrangements.

7 **COMMENTS OF LEGAL SERVICES**

- 7.1 As set out in Paragraph 5.2.

Linked Reports, Appendices and Background Documents

Linked Report

- Tower Hamlets Council: Strategic Plan 2022 – 26 [not attached]

Appendices

- Appendix 1: Annual Delivery Plan 2024/25
- Appendix 2: Annual Delivery Plan 2024/25 – Performance Measures

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

- NONE

Officer contact details for documents:

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Strategic Plan: Annual Delivery Plan 2024/25

Deliverable ID	Pledge/Policy	Annual deliverable	Directorate	Lead Cabinet Member Portfolio
Priority 1: Tackling the Cost of Living Crisis				
1.01	Deliver the Mayors Education Maintenance Allowance fund to support young people who want to stay in education post-16	Complete implementation of 2023/24 Mayor's Education Maintenance Allowance programme and commence implementation of 2024/25 EMA programme (1250 eligible college/sixth form students with £600 maintenance grant).	Children's Services	Cllr Maium Talukdar- Deputy Mayor and Cabinet Member for Education, Youth and Lifelong Learning (Statutory Deputy Mayor)
1.02	Deliver a fund to provide bursaries for young people who want to go to university	Complete implementation of 2023/24 Mayor's University Bursary Fund and commence implementation of 2024/25 University Bursary Fund (800 eligible university students with £1500 maintenance grant)	Children's Services	Cllr Maium Talukdar- Deputy Mayor and Cabinet Member for Education, Youth and Lifelong Learning (Statutory Deputy Mayor)
1.03	Create a homelessness fund to prevent evictions and combat homelessness	Implement actions to reduce the incidences of evictions by friends and family and private rented sector evictions, and minimise use of temporary accommodation and where its used ensure it's in a good state of repair.	Housing & Regeneration	Cllr Saied Ahmed - Cabinet Member for Resources and the Cost of Living
1.04	Set up a Holiday Food programme to feed children entitled to free school meals during the school holidays	Deliver holiday food programme for Easter, Summer and Christmas holidays 2024, prioritised for children entitled to Free School Meals	Housing & Regeneration	Cllr Saied Ahmed - Cabinet Member for Resources and the Cost of Living
1.05	Work with local food banks and third sector organisations to provide a safety net for those in need	Deliver projects to support residents with rising food and fuel costs, through Household Support Fund (HSF) and other sources	Housing & Regeneration	Cllr Saied Ahmed - Cabinet Member for Resources and the Cost of Living
1.06	Freeze Council Tax for four years, to protect the poorest from rising living costs	Develop an approach to the Council Tax and Adult Social Care precept for 2025/26 that is agreed by the Mayor and create a Cost of Living Relief Fund for 2024/25.	Resources	Cllr Saied Ahmed - Cabinet Member for Resources and the Cost of Living
1.07	Continue to provide up to 100% council tax rebate for residents in need, making up the shortfall in Government funding for council tax reduction	Continue to operate a 100% council tax support scheme	Resources	Cllr Saied Ahmed - Cabinet Member for Resources and the Cost of Living
1.08	Protect tenants against revenge evictions	Review current support measures and assistance available to those at risk of, or who have been subject to revenge evictions	Housing & Regeneration	Cllr Kabir Ahmed - Cabinet Member for Regeneration, Inclusive Development and Housebuilding

Strategic Plan: Annual Delivery Plan 2024/25

Deliverable ID	Pledge/Policy	Annual deliverable	Directorate	Lead Cabinet Member Portfolio
Priority 2: Homes for the Future				
2.01	Work with developers and housing associations to build a minimum of 1000 social affordable homes per rent per annum (4,000 over the next four years) with a focus on 3–4-bedroom homes	Assist the delivery of 1,000 affordable homes this year by ensuring progress on council owned sites and securing the maximum level of affordable on private schemes. As well as encouraging building partnerships which deliver acceptable percentages of affordable housing.	Housing & Regeneration	Cllr Kabir Hussain - Cabinet Member for Environment and the Climate Emergency
2.02	Review car parking permit transfer scheme	Pledge complete	Communities	Cllr Kabir Hussain - Cabinet Member for Environment and the Climate Emergency
2.03	Establish a Housing Emergency Task Force to drive through change. Residents will be at the heart of this work.	Pledge complete Working groups exist re: Damp and Mould, THH insourcing, social housing bill, regular catch ups on overcrowding.	Housing & Regeneration	Cllr Kabir Ahmed - Cabinet Member for Regeneration, Inclusive Development and Housebuilding
2.04	Work closely with the Tower Hamlets' Renters Union to achieve all their policy goals	Deliver priorities to Promote Renters Rights which arise through Private Renters Reform and deliver targeted action through the Private Renters Forum	Housing & Regeneration	Cllr Kabir Ahmed - Cabinet Member for Regeneration, Inclusive Development and Housebuilding
2.05	Consult residents on the future of housing management services, including Tower Hamlets Homes	Pledge complete	Housing & Regeneration	Cllr Kabir Ahmed - Cabinet Member for Regeneration, Inclusive Development and Housebuilding
2.06	Empower local Tenants and Residents Associations (or set them up where they do not exist) to work with the Council to tackle the housing emergency, while encouraging social and private landlords to work with us to effect change	Deliver a renewed Resident Engagement Strategy	Housing & Regeneration	Cllr Kabir Ahmed - Cabinet Member for Regeneration, Inclusive Development and Housebuilding
2.07	Develop strategies to: Tackle overcrowding, including with knock-throughs and extensions; Adapt homes for residents with physical disabilities; House the homeless (including, as a priority, to house street sleepers)	Refresh our Homelessness and Rough Sleeping Strategy and Implement our action plan to tackle overcrowding	Housing & Regeneration	Cllr Kabir Ahmed - Cabinet Member for Regeneration, Inclusive Development and Housebuilding

Strategic Plan: Annual Delivery Plan 2024/25

2.08	Work with social and private landlords to encourage them to improve the condition of the homes they let and the service they provide to their tenants	Deliver activities to improve awareness among renters of their rights and undertake enforcement to improve standards in the Private Rented Sector.	Communities	Cllr Kabir Ahmed - Cabinet Member for Regeneration, Inclusive Development and Housebuilding
2.09	Fix the landlord registration scheme to ensure it delivers on its purpose of driving up standards in the private sector, including landlord rent disclosure	Implementation of licensing schemes and any new responsibilities emerging from Private Renters Reform Bill	Communities	Cllr Kabir Ahmed - Cabinet Member for Regeneration, Inclusive Development and Housebuilding
2.10	Seize long term empty properties and convert them into social housing	Pledge complete	Housing & Regeneration	Cllr Kabir Ahmed - Cabinet Member for Regeneration, Inclusive Development and Housebuilding
2.11	Fully fund and resource housing enforcement officers to hold landlords to account	Work with housing to secure additional funding and develop an approach to increase inspections and enforcement across housing tenures	Communities	Cllr Kabir Ahmed - Cabinet Member for Regeneration, Inclusive Development and Housebuilding
2.12	Ensure social landlords work with us, collectively and individually, to improve housing services, stock condition and governance	Improve condition of council-managed stock including street properties, individual and communal heating systems, and external works.	Housing & Regeneration	Cllr Kabir Ahmed - Cabinet Member for Regeneration, Inclusive Development and Housebuilding
2.12	Ensure social landlords work with us, collectively and individually, to improve housing services, stock condition and governance	Deliver a programme to help residents in social housing hold their RSL landlords to account in terms of housing management standards and governance which includes education and networking.	Housing & Regeneration	Cllr Kabir Ahmed - Cabinet Member for Regeneration, Inclusive Development and Housebuilding
2.12	Ensure social landlords work with us, collectively and individually, to improve housing services, stock condition and governance	Strengthen compliance with the social housing regulatory regime and prepare for inspection	Housing & Regeneration	Cllr Kabir Ahmed - Cabinet Member for Regeneration, Inclusive Development and Housebuilding

Strategic Plan: Annual Delivery Plan 2024/25

2.13	Establish a new emergency fund and information line for leaseholders affected by cladding, and require developers wishing to build in Tower Hamlets to pay for remediation of existing cladding.	Pledge complete	Housing & Regeneration	Cllr Kabir Ahmed - Cabinet Member for Regeneration, Inclusive Development and Housebuilding
2.14	Create 1,000 parking spaces over four years	Deliver additional parking spaces	Communities	Cllr Kabir Hussain - Cabinet Member for Environment and the Climate Emergency
2.15	Review car-free zones to ensure those who require vehicles for work are not priced out of the local area	No 2024/25 deliverable. Addressed through 2.02	Communities	Cllr Kabir Hussain - Cabinet Member for Environment and the Climate Emergency
2.16	Planning & infrastructure Refresh the Development Plan and progress Infrastructure Planning priorities.	Deliver planning and building control priorities for 2024-25. This includes completing the next formal consultation (in consultation with the Mayor) on the Local Plan Review, publishing the Infrastructure Funding Statement, progressing housing delivery through an action plan, implement the requirements of the new Building Safety Act .	Housing & Regeneration	Cllr Kabir Ahmed - Cabinet Member for Regeneration, Inclusive Development and Housebuilding
2.16	Use of assets and capital delivery (Leisure Centres)	Create and put in place the statutory compliance program for the 6 leisure centres, manage the delivery of the program	Housing & Regeneration	Cllr Saied Ahmed - Cabinet Member for Resources and the Cost of Living
2.17	Use of assets and capital delivery (Schools)	Delivery of projects to ensure schools receive essential conditon improvements including new Boilers, new Hot water systems and roof replacements enabling the schools to continue to delier its services from a safe and operational site	Housing & Regeneration	Cllr Saied Ahmed - Cabinet Member for Resources and the Cost of Living
2.17	Use of assets and capital delivery	Undertake a rolling programme of asset management and capital delivery activities including progression of the Mayor's six key Capital projects as announced in the 2023-2027 MTFS. Undertake a rolling programme of rent reviews, lease renewals and other lease events.	Housing & Regeneration	Cllr Saied Ahmed - Cabinet Member for Resources and the Cost of Living

Strategic Plan: Annual Delivery Plan 2024/25

Deliverable ID	Pledge/Policy	Annual deliverable	Directorate	Lead Cabinet Member Portfolio
Priority 3: Accelerate Education				
3.01	Provide free schools meals in term time to all KS2 pupils.	Ongoing provision of universal KS2 free school meals in all primary schools.	Children's Services	Cllr Maium Talukdar- Deputy Mayor and Cabinet Member for Education, Youth and Lifelong Learning (Statutory Deputy Mayor)
3.02	Explore extending universal free school meals to secondary schools	Maximise take-up and benefits of universal secondary free school meals, ensuring compliance with government school food standards.	Children's Services	Cllr Maium Talukdar- Deputy Mayor and Cabinet Member for Education, Youth and Lifelong Learning (Statutory Deputy Mayor)
3.03	Re-introduce Education Maintenance Allowance (EMA) awards for A level pupils (1.01 incorporates 3.03)	No 2024/25 deliverable. 1.01 incorporates 3.03	Children's Services	Cllr Maium Talukdar- Deputy Mayor and Cabinet Member for Education, Youth and Lifelong Learning (Statutory Deputy Mayor)
3.04	Work with our secondary schools to provide the additional support that will improve our youngsters' performance at GCSE	Support and challenge for schools through leadership consultant visits to identify school improvement priorities at KS4, complementing THEP's school-funded improvement activity.	Children's Services	Cllr Maium Talukdar- Deputy Mayor and Cabinet Member for Education, Youth and Lifelong Learning (Statutory Deputy Mayor)
3.05	Review our sixth forms and colleges' performance to accelerate A-Levels attainment so more of our pupils go to the top universities	Action plan based on independent review of sixth forms implemented, and Institute for Academic Excellence scheduled for opening by 2025/26 subject to consultation and agreement by Department for Education.	Children's Services	Cllr Maium Talukdar- Deputy Mayor and Cabinet Member for Education, Youth and Lifelong Learning (Statutory Deputy Mayor)
3.06	Prioritise the provision of youth centres which can support young people's safeguarding, education and leisure activities by reinvesting extra funding in the new Young Tower Hamlets thorough an in-house curriculum-based youth service	Young Tower Hamlets established and operational with high quality workforce and offer for young people across the borough.	Children's Services	Cllr Maium Talukdar- Deputy Mayor and Cabinet Member for Education, Youth and Lifelong Learning (Statutory Deputy Mayor)
3.07	An in-house comprehensive curriculum based youth service (3.06 incorporates 3.07)	No 2024/25 deliverable. 3.06 incorporates 3.07	Children's Services	Cllr Maium Talukdar- Deputy Mayor and Cabinet Member for Education, Youth and Lifelong Learning (Statutory Deputy Mayor)
3.08	Launching new youth clubs (3.06 incorporates 3.08)	No 2024/25 deliverable. 3.06 incorporates 3.08	Children's Services	Cllr Maium Talukdar- Deputy Mayor and Cabinet Member for Education, Youth and Lifelong Learning (Statutory Deputy Mayor)

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3.09	Partnership with schools to deliver Home Work Clubs (3.09 is ongoing under jurisdiction of individual schools)	No 2024/25 deliverable. This is ongoing under schools' jurisdiction.	Children's Services	Cllr Maium Talukdar- Deputy Mayor and Cabinet Member for Education, Youth and Lifelong Learning (Statutory Deputy Mayor)
3.10	Expand Breakfast Club provision in schools and continue to offer a free and healthy school lunch to all primary school pupils, including provision in the school holidays for those most in need	No annual deliverable. Pledge complete as reported in April 2023. 89% of schools provide breakfast clubs. As a result of mapping report and recommendations carried out in 2023, discussions have been held with 8 schools/settings without breakfast club provision on barriers, and no further expansion is possible. Primary free school meals and holiday provision are covered elsewhere in Annual Delivery Plan.	Children's Services	Cllr Maium Talukdar- Deputy Mayor and Cabinet Member for Education, Youth and Lifelong Learning (Statutory Deputy Mayor)
3.11	Protect the space in our Idea Stores where young people can study and work with community groups to protect and increase provision of homework clubs.	Continue ensuring the space in Idea Stores where people can study; Complete the delivery of the 2024/25 programme	Resources	Cllr Suluk Ahmed - Cabinet Member for Equalities and Social Inclusion
3.12	Work with the voluntary sector to increase the provision of devices and internet access to reduce digital exclusion	Work with partners to progress priority areas of our digital inclusion action plan.	Chief Executive's Office	Cllr Suluk Ahmed - Cabinet Member for Equalities and Social Inclusion
3.13	Return the Youth Service to its rightful place as a flagship service in our borough. Prioritise the provision of youth centres which can support young people with homework space, careers advice, gang prevention work, developing life skills, and offer a host of leisure activities (3.06 incorporates 3.13)	No 2024/25 deliverable. 3.06 incorporates 3.13	Children's Services	Cllr Maium Talukdar- Deputy Mayor and Cabinet Member for Education, Youth and Lifelong Learning (Statutory Deputy Mayor)
3.14	Build a new Community Language Service to promote multi-lingualism for educational success	Expand Community Language Service across Tower Hamlets, building on lessons learned from pilot programme.	Children's Services	Cllr Maium Talukdar- Deputy Mayor and Cabinet Member for Education, Youth and Lifelong Learning (Statutory Deputy Mayor)
3.15	Work in partnership with LBTH schools to support the reintroduction of early entry GCSE studies in languages	No annual deliverable. DFE advises against this, however, the spirit of championing a mother tongue language remains through the Community Language Service pledge.	Children's Services	Cllr Maium Talukdar- Deputy Mayor and Cabinet Member for Education, Youth and Lifelong Learning (Statutory Deputy Mayor)

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3.16	Maintain and support networks to help educators share best practice and promote high quality learning	Tower Hamlets Education Partnership's school-funded network and improvement activity completed by support and challenge for schools through leadership consultant visits to identify school improvement priorities.	Children's Services	Cllr Maium Talukdar- Deputy Mayor and Cabinet Member for Education, Youth and Lifelong Learning (Statutory Deputy Mayor)
3.16	Maintain and support networks to help educators share best practice and promote high quality learning	Deliver evidence-based interventions and advice to support targeted schools to increase pupil attendance, working in partnership with schools and across children's services.	Children's Services	Cllr Maium Talukdar- Deputy Mayor and Cabinet Member for Education, Youth and Lifelong Learning (Statutory Deputy Mayor)
3.17	Ensure specialist support for children and young people with Special Educational Needs and Disabilities is available boroughwide	Transform the experiences of children and young people with SEND through local, high-quality education and training provision that meets their needs and supports them to reach their full potential in adulthood.	Children's Services	Cllr Maium Talukdar- Deputy Mayor and Cabinet Member for Education, Youth and Lifelong Learning (Statutory Deputy Mayor)
3.18	Review nursery and day care provision, including council-run children's centres and with third sector partners, so that we can consider options for ensuring there is sufficient high quality provision for young children and their families	Implement the Government's phased expanded early education and childcare provision.	Children's Services	Cllr Maium Talukdar- Deputy Mayor and Cabinet Member for Education, Youth and Lifelong Learning (Statutory Deputy Mayor)
3.19	Launch a new 'Lifelong Learning' programme, with a particular emphasis on courses which can help our residents return to work and enhance their prospects.	Implement the Life Long Learning Action Plan	Resources	Cllr Maium Talukdar- Deputy Mayor and Cabinet Member for Education, Youth and Lifelong Learning (Statutory Deputy Mayor)
3.20	Develop our early help offer for families with our partners, including a family hub approach providing high quality support at the right time for those children and families who need it, so they are safe and can thrive.	Complete roll-out of family hubs model across Tower Hamlets so that families receive the support they require proportionate to their needs.	Children's Services	Cllr Maium Talukdar- Deputy Mayor and Cabinet Member for Education, Youth and Lifelong Learning (Statutory Deputy Mayor)

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3.21	Deliver an effective adolescent offer to ensure a clear and integrated workflow across universal, Early Help, youth, Community Safety, statutory social care and for children with SEND and the wider partnership for adolescents and when appropriate we intervene earlier and manage risk effectively	Publish a clear offer of health and wellbeing support for adolescents to improve awareness of services amongst young people, families and professionals.	Children's Services	Cllr Maium Talukdar- Deputy Mayor and Cabinet Member for Education, Youth and Lifelong Learning (Statutory Deputy Mayor)
3.22	Increase the number of work opportunities for our children in care and care leavers as a good corporate parent.	Deliver our agreed action plan for education and aspirations for children we care for and care experienced young people as set out in Corporate Parenting Strategy (2023-28)	Children's Services	Cllr Maium Talukdar- Deputy Mayor and Cabinet Member for Education, Youth and Lifelong Learning (Statutory Deputy Mayor)

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Deliverable ID	Pledge/Policy	Annual deliverable	Directorate	Lead Cabinet Member Portfolio
Priority 4: Boost culture, business, jobs and leisure				
4.01	Focus on grassroots arts and provide access to cultural arts and events for our residents	Support residents, particularly children and young people, to engage in arts and wellbeing activities and events in cultural venues, parks and open spaces.	Communities	Cllr Iqbal Hossain - Cabinet Member for Culture and Recreation
4.02	Help our residents, especially our young residents, access 'cultural capital' - top-notch cultural and artistic experiences (4.01 incorporates 4.02)	No 2024/25 deliverable. 4.01 incorporates 4.02	Communities	Cllr Iqbal Hossain - Cabinet Member for Culture and Recreation
4.03	Promote female sports sessions and encourage more women to participate in sports activities	Sports Strategy 2024-2027 Section specific for W&G and project plan to increase participation	Communities	Cllr Iqbal Hossain - Cabinet Member for Culture and Recreation
4.04	Establish a 'Mayor's Cup' borough-wide tournament	Devised and strategically deliver the Mayors cup maximising participation and revenue generating opportunities.	Communities	Cllr Iqbal Hossain - Cabinet Member for Culture and Recreation
4.05	Maintain awareness that many groups rely on parks and other Council facilities to play sport, and audit these facilities to ensure they are meeting need	Agree and commence delivery of Sport and Physical Activity and Investment Strategy building on the findings of the Leisure Needs Assessment and other related demand audits., to include clear equality analysis and delivery plan for increased access for under-served sections of the community.	Communities	Cllr Iqbal Hossain - Cabinet Member for Culture and Recreation
4.06	Convene a sports summit to drive up levels of participation and support quality assurance of local clubs	Sports awards ceremony held to follow up sports summit and celebrate achievement.	Communities	Cllr Iqbal Hossain - Cabinet Member for Culture and Recreation
4.07	Promote women's sports and increase availability of women's gym and swimming sessions	No 2024/25 deliverable. 4.03 incorporates 4.07.	Communities	Cllr Iqbal Hossain - Cabinet Member for Culture and Recreation
4.08	Make sure our sports facilities and facilities of our partners are women-friendly and meet the cultural needs of our diverse communities	No 2024/25 deliverable. 4.03 incorporates 4.08	Communities	Cllr Iqbal Hossain - Cabinet Member for Culture and Recreation
4.09	Keep all of our swimming pools open.	Pledge complete	Communities	Cllr Iqbal Hossain - Cabinet Member for Culture and Recreation

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4.10	Work closely with the East End Trades Guild to ensure their priorities are realised. This includes: a) Protecting small businesses on Brick Lane, including those affected by the development of the Truman Brewery b) Supporting an EETG member-led event in November to celebrate small businesses across Tower Hamlets, and raise their visibility to mark the 10 year anniversary of the EETG	Adopt the Brick Lane Central Masterplan Supplementary Planning Document (SPD).	Housing & Regeneration	Cllr Abdul Wahid - Cabinet Member for Jobs, Skills and Growth
4.10	Work closely with the East End Trades Guild to ensure their priorities are realised. This includes: a) Protecting small businesses on Brick Lane, including those affected by the development of the Truman Brewery b) Supporting an EETG member-led event in November to celebrate small businesses across Tower Hamlets, and raise their visibility to mark the 10 year anniversary of the EETG	Hold quarterly meetings with East End Trades Guild.	Housing & Regeneration	Cllr Abdul Wahid - Cabinet Member for Jobs, Skills and Growth
4.11	Protect and support our markets across the borough including Whitechapel Market, Petticoat Lane Market, Bethnal Green markets, Roman Road Market, Columbia Road Market, Watney Market, Chrisp Street Market, Brick Lane Market and put traders at the heart of their management	Implement the Markets Improvement Plan	Communities	Cllr Abdul Wahid - Cabinet Member for Jobs, Skills and Growth
4.12	Create thousands of new jobs and training and apprenticeship opportunities for local people. This will be accomplished via a mixture of local government schemes and incentives to business	Pledge complete (delivered through development and procurement and monitored via measures)	Housing & Regeneration	Cllr Abdul Wahid - Cabinet Member for Jobs, Skills and Growth
4.13	1-hour free parking for customers stopping to shop at our markets	Pledge complete	Communities	Cllr Kabir Hussain - Cabinet Member for Environment and the Climate Emergency

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4.14	Establish one of the first community land trusts in the country	Identify potential sites for a Community Land Trust	Housing & Regeneration	Cllr Saied Ahmed - Cabinet Member for Resources and the Cost of Living
4.15	Appoint a dedicated council officer responsible for Community Wealth Building, and for the development of a Community Land Trust in LBTH to create permanently affordable workspaces	Pledge complete	Housing & Regeneration	Cllr Abdul Wahid - Cabinet Member for Jobs, Skills and Growth
4.16	Build on East London's long entrepreneurial history by supporting and encouraging the growth of start-ups locally	Deliver UKSPF-funded enterprise support projects	Housing & Regeneration	Cllr Abdul Wahid - Cabinet Member for Jobs, Skills and Growth
4.17	Support and sustain the growth of our borough's vibrant night-time economy, but do so in a way that is safe, inclusive, and respectful of local residents.	Work with business and growth service to implement measures to mitigate the impact of the night-time economy on the borough, including police patrols and street cleaning/washing in night-time economy areas.	Communities	Cllr Abdul Wahid - Cabinet Member for Jobs, Skills and Growth
New Page 41	Prepare for the transition of London Legacy Development Corporation (LLDC) planning and regeneration powers and responsibilities	Progress smooth transition of the LLDC planning and regeneration powers and activities to improve outcomes for local residents	Housing & Regeneration	Cllr Abdul Wahid - Cabinet Member for Jobs, Skills and Growth
New 41	Prepare for the transition of London Legacy Development Corporation (LLDC) planning and regeneration powers and responsibilities	Progress smooth transition of the LLDC planning and regeneration powers and activities to improve outcomes for local residents	Communities	Cllr Mohammed Maium Talukdar

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Deliverable ID	Pledge/Policy	Annual deliverable	Directorate	Lead Cabinet Member Portfolio
Priority 5: Invest in public services				
5.01	Bring back council services that work for you: invest in libraries, social care, leisure centres, bin collections and street cleaning	Insourced leisure centres are fully operational and delivering against business plan growth targets.	Communities	Mayor - Lutfur Rahman
5.02	Add further residents' hubs to provide face to face one stop council and partner services for residents, so that residents who struggle with access to IT have additional support	Move the Residents' Hub currently temporarily set up at PDC to an appropriate site around Bethnal Green	Resources	Cllr Kabir Ahmed - Cabinet Member for Regeneration, Inclusive Development and Housebuilding
5.03	Clean up our borough with more bins, litter sweeps and a mission to drive down missed bin collections	Implement the waste improvement plan and route optimisation to support delivery of the Mayor's Waste Management Taskforce's commitment to a cleaner, more presentable streets across the borough	Communities	Cllr Kabir Hussain - Cabinet Member for Environment and the Climate Emergency
5.04	Aim to bring outsourced public services back into public hands and introduce an 'insourcing first' policy	Develop agreed approach to insourcing	Chief Executive's Office	Mayor - Lutfur Rahman
5.05	Invest in the future of our borough's excellent network of Libraries and Idea Stores, including the Bancroft local history library and archive	Implement the development plan of the Local History Library	Resources	Cllr Maium Talukdar- Deputy Mayor and Cabinet Member for Education, Youth and Lifelong Learning (Statutory Deputy Mayor)
5.06	Avoid all closures of Idea Stores or libraries for financial reasons. While some venues may need to close for short periods for maintenance, our intention is that all Idea Stores and libraries should re-open and serve our community	Idea Stores remain open	Resources	Cllr Maium Talukdar- Deputy Mayor and Cabinet Member for Education, Youth and Lifelong Learning (Statutory Deputy Mayor)
5.07	Invest in our provision of care for vulnerable members of our community, including children and adults	Progress with the commissioning of the new culturally sensitive extra care facility as one of the Mayor's Capital priorities.	Health and Social Care	Cllr Gulam Kibria Choudhury - Cabinet Member for Health, Wellbeing and Social Care
5.07	Invest in our provision of care for vulnerable members of our community, including children and adults	Implementation of improvement plans in Children's Social Care, SEND and Youth Justice	Children's Services	Cllr Maium Talukdar- Deputy Mayor and Cabinet Member for Education, Youth and Lifelong Learning (Statutory Deputy Mayor)

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5.08	Look after our care workers to make sure they are adequately rewarded for their work for the most vulnerable members of our community	As part of our commitment to the Ethical Care Charter we will be monitoring the compliance with the offer of guaranteed fixed hourly contracts for all our commissioned homecare providers and set targets for minimum % of these and for a reduction in the use of zero hours through the lifetime of the new contracts	Health and Social Care	Cllr Gulam Kibria Choudhury - Cabinet Member for Health, Wellbeing and Social Care
5.09	Ensure we are providing the best quality of services and satisfactorily passing all the appropriate inspections	Agree and implement a prioritised annual programme of service improvements	Chief Executive's Office	Mayor - Lutfur Rahman
5.09	Ensure we are providing the best quality of services and satisfactorily passing all the appropriate inspections	The Local Authority are prepared for Local Authority Adult Social Care inspection by the Care Quality Commission (CQC).	Health and Social Care	Cllr Gulam Kibria Choudhury - Cabinet Member for Health, Wellbeing and Social Care
5.10	Introduce a Public Health Service that is COVID-ready	Produce a multi-sector Pandemic Plan 2024-2034, establish the Pandemic Preparedness Committee (PPC) and deliver actions of the PPC through the sub-groups	Health and Social Care	Cllr Gulam Kibria Choudhury - Cabinet Member for Health, Wellbeing and Social Care
5.11	Ensure that COVID's disproportionate impact on Black and Asian Minority Ethnic people is considered in all public health provision	Design and deliver a co-produced programme with residents in 8 areas of highest need and deprivation across the borough in collaboration with NHS partners. The programmes aims are to prevent long term conditions and address inequalities in particular heart disease, diabetes and long term lung disease	Health and Social Care	Cllr Gulam Kibria Choudhury - Cabinet Member for Health, Wellbeing and Social Care
5.12	Improve general health education and awareness	Use additional funding from Department of Health to deliver smoking cessation initiatives and refresh our strategic approach to achieving SmokeFree 2030	Health and Social Care	Cllr Gulam Kibria Choudhury - Cabinet Member for Health, Wellbeing and Social Care
5.13	Ensure that mental health and physical health are given parity of attention	Refresh the Mental Health Partnership Board's strategic approach after the current Adult Mental Health Strategy ends in 2024.	Health and Social Care	Cllr Gulam Kibria Choudhury - Cabinet Member for Health, Wellbeing and Social Care
5.14	Expand GP practices to ensure that patients can get appointments on time, and end to people having to wait for weeks before they can see a doctor	Working through Tower Hamlets Together, support NHS partners with NHS England commissioned programmes of work to improve access to primary care, which support general practice to deliver change.	Health and Social Care	Cllr Gulam Kibria Choudhury - Cabinet Member for Health, Wellbeing and Social Care

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5.14	Expand GP practices to ensure that patients can get appointments on time, and end to people having to wait for weeks before they can see a doctor	Working with wider healthcare partners and through our THT partnership, develop a shared charter between healthcare partners and the council, co-produced with residents and stakeholders, that outlines what the Council can do to support the NHS in its plans to improve access to primary care including actions to attract additional GPs to Tower Hamlets	Health and Social Care	Cllr Gulam Kibria Choudhury - Cabinet Member for Health, Wellbeing and Social Care
5.15	Work with healthcare providers to ensure that residents can access GP appointments	Through the THT partnership, support NHS partners in their Delivery plan for recovering access to primary care.	Health and Social Care	Cllr Gulam Kibria Choudhury - Cabinet Member for Health, Wellbeing and Social Care
5.16	Promote a system where patients can choose whether the appointment is in person or online	Through the THT partnership, support NHS partners in their Delivery plan for recovering access to primary care.	Health and Social Care	Cllr Gulam Kibria Choudhury - Cabinet Member for Health, Wellbeing and Social Care
5.17	Return Tower Hamlets to a borough that offers universal free home care to all those who need it following a Care Act assessment.	Put in place the necessary preparatory steps for implementation of free community care and change in charging policy.	Health and Social Care	Cllr Gulam Kibria Choudhury - Cabinet Member for Health, Wellbeing and Social Care
5.18	Implement a borough-wide programme to support healthy child weight	Deliver our healthy weight programme across health and schools, and improve our understanding of need in Tower Hamlets	Health and Social Care	Cllr Gulam Kibria Choudhury - Cabinet Member for Health, Wellbeing and Social Care
5.18	Provide early support for children and adults at risk of poor mental health and loneliness	Redesign and relaunch wellbeing and recovery information and advice contracts for Mental Health.	Health and Social Care	Cllr Gulam Kibria Choudhury - Cabinet Member for Health, Wellbeing and Social Care
5.19	Provide early support for children and adults at risk of poor mental health and loneliness	Implement the 'Thrive' framework as part of a partnership approach to mental health and wellbeing for children and young people.	Children's Services	Cllr Gulam Kibria Choudhury - Cabinet Member for Health, Wellbeing and Social Care
5.20	Provide high quality financially sustainable services for adults receiving social care to achieve their goals, be connected to others and be as independent as possible	Increase number of people who are able to access online self-assessment and direct more traffic through the website for ASC front door.	Health and Social Care	Cllr Gulam Kibria Choudhury - Cabinet Member for Health, Wellbeing and Social Care
5.20	Provide high quality financially sustainable services for adults receiving social care to achieve their goals, be connected to others and be as independent as possible	Transform TEC offer for resident to increase range of TEC on offer, cohorts who can benefit and overall numbers to promote greater independence and enable people to remain in their own homes.	Health and Social Care	Cllr Gulam Kibria Choudhury - Cabinet Member for Health, Wellbeing and Social Care

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Deliverable ID	Pledge/Policy	Annual deliverable	Directorate	Lead Cabinet Member Portfolio
Priority 6: Empower Communities and Fight Crime				
6.01	Work with communities across the borough to bring people together from different backgrounds and promote understanding. Bringing our whole community together will help reduce the incidence of anti-social behaviour, violent crime and hate crime	Work with the community equality networks to ensure diverse views influence local decision making. Refresh the Council's Community Cohesion Plan for 2025-2029	Chief Executive's Office	Cllr Suluk Ahmed - Cabinet Member for Equalities and Social Inclusion
6.02	Work with the police and other bodies to tackle drug-related crime. Support the police to arrest at least one drug dealer every day. This work will be supported by drug rehabilitation services to stop these problems from recurring	Expand partnership working with the police and special operations, e.g. through the continued delivery of Project ADDER drawing on Specialist Substance Misuse Treatment Grant and utilising the Tower Hamlets experience and expertise. to improve, amongst other things, pathways into treatment.	Communities	Cllr Abu Chowdhury - Cabinet Member for Safer Communities
6.03	Focus on crime/ASB on our estates	Work with Registered Social Landlords through the Neighbourhood Crime and ASB Board of the CSP to effectively tackle crime and ASB on our estates and hold partners to account.	Communities	Cllr Abu Chowdhury - Cabinet Member for Safer Communities
6.04	Support events which celebrate the culture of our different communities and promote better understanding	Deliver a range of community events which celebrate our diverse communities and bring communities together to include: LGBT History Month, Black History Month, International Women's week, and Interfaith Week, Srebrenica Memorial Day and Islamophobia Awareness Month	Chief Executive's Office	Cllr Suluk Ahmed - Cabinet Member for Equalities and Social Inclusion

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6.05	Uphold and protect equality and diversity in all circumstances. Nobody of any race, religion, gender, sexual orientation, class or disability should ever face discrimination of any kind, and I want to return to the days when our authority was the highest ranked in London by Stonewall's Equality Index	Improve the ranking of the council in the Stonewall Top 100 Employers Index	Resources	Cllr Suluk Ahmed - Cabinet Member for Equalities and Social Inclusion
6.06	Wage war on child poverty, as well as loneliness, social isolation and poverty among our older residents	Deliver a programme of projects and support packages to support those in poverty and those suffering from social isolation, using the latest evidence to deliver targeted interventions to reduce the impact of loneliness and social isolation and working with the Tackling Poverty team, prioritising those residents experiencing poverty among our older residents, young people and families with children.	Health and Social Care	Cllr Suluk Ahmed - Cabinet Member for Equalities and Social Inclusion
6.07 Page 46	Work with the borough's Inter Faith Forum to identify and meet the needs of our faith-based communities and, most importantly, to tackle crime and discrimination based on religion	Work with the Inter-Faith Forum to address issues impacting the local community	Chief Executive's Office	Cllr Maium Talukdar- Deputy Mayor and Cabinet Member for Education, Youth and Lifelong Learning (Statutory Deputy Mayor)
6.08	Support and empower women, particularly ethnic minority women, with dedicated programmes and dedicated community facilities. Support a dedicated resources centre for the women of Bangladeshi community	Invest in a Women's Resource Centre with a focus on Bangladeshi Women to promote inclusion, opportunity and accessibility to educational, cultural and employment opportunities	Housing & Regeneration	Cllr Suluk Ahmed - Cabinet Member for Equalities and Social Inclusion
6.09	Support a dedicated resources centre for the Somali community, which is underrepresented in employment and local institutions, run by community members and open to the public	Establish a Somali Resource Centre focusing on promoting inclusion, opportunity and accessibility to educational, cultural and employment opportunities	Housing & Regeneration	Cllr Suluk Ahmed - Cabinet Member for Equalities and Social Inclusion
6.10	Ensure, as a first step towards meeting need, that our residents have access to a suitable multi-faith burial ground	Pledge complete	Housing & Regeneration	Cllr Suluk Ahmed - Cabinet Member for Equalities and Social Inclusion

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6.11	Work closely with, and provide support to, the borough's Council of Mosques, one of the largest of such representative bodies in the country.	Deliver Mosque engagement project Council of Mosques which enables local mosques to support residents with their non-religious needs	Chief Executive's Office	Cllr Maium Talukdar- Deputy Mayor and Cabinet Member for Education, Youth and Lifelong Learning (Statutory Deputy Mayor)
6.12	Work to put more uniformed police officers on the streets, as part of our Community Constabulary which previously boosted policing numbers locally. These officers will be supported by Tower Hamlets Enforcement Officers	Recruitment Campaign and expansion of the THEO service as part of delivering the Mayor's Anti-Crime Taskforce	Communities	Cllr Abu Chowdhury - Cabinet Member for Safer Communities
6.13	Open a community police point of contact on the Isle of Dogs using council resources, working with the Police.	Facilitate conversations with the police on how new neighbourhood policing guidelines and lobby for an additional police point in the borough	Cross-Directorate	Cllr Abu Chowdhury - Cabinet Member for Safer Communities
6.14	Support ward-based police forums where our residents can have a regular dialogue with the police, because our Black and Asian Minority Ethnic communities and women must be able to trust the Metropolitan Police	Deliver community engagement plan across the borough, getting out to every ward and expand our focus on women's safety, including through continuation, and where possible, expansion of our highly successful women's digital safety walks	Communities	Cllr Abu Chowdhury - Cabinet Member for Safer Communities
6.15	Maintain our award-winning boroughwide CCTV service, which has been vital in detecting crime and identifying offenders. Work with local landlords and businesses to widen its scope	Address the lack of CCTV in estates that the council manage after bringing THH in-house, including conducting analysis of crime and risk to inform our capital bid / programme to deliver CCTV in the estates that most need it.	Communities	Cllr Abu Chowdhury - Cabinet Member for Safer Communities
6.16	Identify crime hotspots and tackle them – for example by improving lighting and street design and using CCTV	Work in partnership with the MPS and other partners to tackle crime & ASB hotspots through intelligence analysis and monitor the impact.	Communities	Cllr Abu Chowdhury - Cabinet Member for Safer Communities

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6.17	Establish a Mayor's Anti-Crime and Disorder Taskforce to provide an immediate response to the rising epidemic of violence, and to deal with extreme anti-social behaviour and problematic behaviour at night	Recruitment Campaign and expansion of the THEO service as part of delivering the Mayor's Anti-Crime Taskforce	Communities	Cllr Abu Chowdhury - Cabinet Member for Safer Communities
6.18	Tackle violence against women and girls. We will support initiatives to end domestic violence and make our streets safer for all women. We will work with the Women's Forum to organise a public event each year to highlight the importance of women's safety. We will also ensure that there are sufficient refuges in the borough to meet women's needs	Finalise the VAWG strategy, develop a council-wide delivery plan and ensure appropriate governance is in place to take it forward.	HASC, Communities	Cllr Abu Chowdhury - Cabinet Member for Safer Communities
6.19 Page 48	Address anti-social behaviour. Prevention is better than cure, and we will invest in youth services to provide young people with the resources they need to spend their time constructively	No 2024/25 deliverable. 3.06 incorporates 6.19	Children's Services	Cllr Maium Talukdar- Deputy Mayor and Cabinet Member for Education, Youth and Lifelong Learning (Statutory Deputy Mayor)
6.20	Invest in drug treatment, rehabilitation and recovery programmes, including culturally sensitive projects targeting hard-to-reach addicts.	Deploying £3.2m additional investment into treatment and recovery services to increase number of people able to access treatment and improve quality of services. This includes delivering a culturally specific recovery centre, designing and identify lead provider to deliver a culturally competent recovery pilot.	Communities	Cllr Abu Chowdhury - Cabinet Member for Safer Communities

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Deliverable ID	Pledge/Policy	Annual deliverable	Directorate	Lead Cabinet Member Portfolio
Priority 7: A Clean and Green Future				
7.01	Create green jobs whilst cutting living costs	Work in partnership with organisations round the borough to identify green jobs opportunities and report progress to the Mayor's Advisory Board for Climate Change [for action on living costs, see 1.04, 1.05, 6.06]	Housing & Regeneration	Cllr Abdul Wahid - Cabinet Member for Jobs, Skills and Growth
7.02	Make Council carbon net zero	Implement the Mayor's cleaner, greener future policy initiatives by using the Mayor's Advisory Board on Climate Change to drive through initiatives that reduce council co2 emissions.	Housing & Regeneration	Cllr Kabir Hussain - Cabinet Member for Environment and the Climate Emergency
7.03	Make our homes energy efficient	Improve energy efficiency of LBTH-managed stock	Housing & Regeneration	Cllr Kabir Ahmed - Cabinet Member for Regeneration, Inclusive Development and Housebuilding
7.04	Establish a Mayor's advisory board on climate change to guide our work with a view to making our council carbon neutral	Pledge complete	Housing & Regeneration	Cllr Kabir Hussain - Cabinet Member for Environment and the Climate Emergency
7.05	Increase the number of charging points for electric vehicles in the borough	Complete the delivery of extra charging points as detailed in the report agreed by Cabinet on 31st January 2024.	Communities	Cllr Kabir Hussain - Cabinet Member for Environment and the Climate Emergency
7.06	Work with private and social landlords to improve insulation standards in our homes	Use the Mayor's Energy Fund to implement the resident energy efficiency scheme and deliver energy improvements to our housing stock.	Housing & Regeneration	Cllr Kabir Ahmed - Cabinet Member for Regeneration, Inclusive Development and Housebuilding
7.07	Install green heating systems on our estates, including the use of solar panels, wind turbines and heat and power schemes	Fund installation of green heating systems on our estate, including the use of solar panels, wind turbines and heat and power schemes, through the Mayor's Energy Fund. Mayor's Advisory Board for Climate Change to monitor the progress of Barkantine expansion and decarbonization.	Housing & Regeneration	Cllr Kabir Hussain - Cabinet Member for Environment and the Climate Emergency
7.08	Expand tree-planting throughout the borough and line our streets & estates with newly planted trees	In line with the Mayor's cleaner, greener, future policy initiative, prepare a report on plans for the third year of tree planting, setting out the milestones which are to be measured during the year.	Communities	Cllr Kabir Hussain - Cabinet Member for Environment and the Climate Emergency

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7.09	Look after our parks and other open spaces, ensuring that they are accessible for the whole community	Deliver annual maintenance program for parks and open spaces, and invest in and improve parks.	Communities	Cllr Kabir Hussain - Cabinet Member for Environment and the Climate Emergency
7.10	Keep waste and recycling services in-house, a process which began under my second term as Mayor	Pledge complete Interim Project Manager brought, managed directly by Interim Director for Waste Not in manifesto tracker	Communities	Cllr Kabir Hussain - Cabinet Member for Environment and the Climate Emergency
7.11	Work with the service to deliver further improvements, including education on recycling	Deliver Reduction and Recycling Plan priorities including Flats Recycling Project, food repromotion to low-rise properties, communication and engagement activites, flats above shops and implementaion of new policies to improve waste management	Communities	Cllr Kabir Hussain - Cabinet Member for Environment and the Climate Emergency
7.12	Encourage our community to become involved in community walkabouts to check standards are being maintained across the borough	Use community walkabouts to promote community pride, identifying areas for improvement. Publicise the councils cleansing standards and promote improved reporting of problems areas across the public highway, parks, open spaces and housing estates	Communities	Cllr Kabir Hussain - Cabinet Member for Environment and the Climate Emergency
7.13	Wage war on fly tipping, using our boroughwide CCTV and a policy of prosecuting offenders	Reduce residential and commercial fly tipping. With targeted enforcement action in fly-tip hotspots. Increased use of new information, advice and education to residents and business. Smarter use of new and existing CCTV to extend enforcement action 24/7	Communities	Cllr Kabir Hussain - Cabinet Member for Environment and the Climate Emergency
7.14	Encourage the community to report eyesores and problem areas (such as places where informal car parking hinders access by the emergency services)	Through the Mayor's Waste Management Taskforce deliver cleaner, more presentable streets across the borough by implementing improvements to reporting mechanisms via the internet and Neighbourhood App	Communities	Cllr Kabir Hussain - Cabinet Member for Environment and the Climate Emergency
7.15	Establish a dedicated noise control team to work with residents on reducing noise nuisance, including a rapid response team	Pledge Complete	Communities	Cllr Kabir Hussain - Cabinet Member for Environment and the Climate Emergency
7.16	Work with the Mayor of London to tackle air pollution in Tower Hamlets	Mayor's Advisory Board on climate change to work with Mayor of London to reduce through traffice within the borough	Communities	Cllr Kabir Hussain - Cabinet Member for Environment and the Climate Emergency
7.17	Research the causes of poor local air quality	Carry out the actions in the Air Quality Action Plan which was agreed by the Mayor of London	Communities	Cllr Kabir Hussain - Cabinet Member for Environment and the Climate Emergency

Strategic Plan: Annual Delivery Plan 2024/25

7.18	Work with Transport for London to improve public transport	Support delivery of the a cleaner, greener future agenda to improve accessibility in the borough working with stakeholders.	Communities	Cllr Kabir Hussain - Cabinet Member for Environment and the Climate Emergency
7.19	Avoid penalising those in our community who drive, who in many cases are not responsible for the bulk of air pollution	As part of our current review of relevant parking and transport policies, record how all our relevant policies contribute to the pledge of ensuring that we are not penalising residents who drive.	Communities	Cllr Kabir Hussain - Cabinet Member for Environment and the Climate Emergency
7.20	Support schemes to teach cycling and bike proficiency and safety	Working with cycling groups in Tower Hamlets to update the 2016 Borough Cycling Strategy	Communities	Cllr Kabir Hussain - Cabinet Member for Environment and the Climate Emergency
7.21	Monitor the effectiveness and safety of cycle lanes, such as those on Bow Road.	Monitor delivery of cycling road safety measures (Vision Zero)	Communities	Cllr Kabir Hussain - Cabinet Member for Environment and the Climate Emergency
7.22	Work to improve local car clubs	Draw up options for improving car clubs and deliver actions to meet the pledge.	Communities	Cllr Kabir Hussain - Cabinet Member for Environment and the Climate Emergency

Strategic Plan: Annual Delivery Plan 2024/25

Deliverable ID	Pledge/Policy	Annual deliverable	Directorate	Lead Cabinet Member Portfolio
Priority 8: A council that listens and works for everyone				
8.01	Hold regular surgeries around the borough for residents	Pledge complete. Mayoral surgeries underway and ongoing.	Chief Executive's Office	Mayor - Lutfur Rahman
8.02	Reopen our roads, and consult on abolishing the Liveable Streets scheme	Pledge Complete	Communities	Cllr Kabir Hussain - Cabinet Member for Environment and the Climate Emergency
8.03	Recognise that jamming up main roads reduces the speed of traffic, so queueing vehicles emit more fumes, not less	No annual deliverable - see 8.02, 8.03, 8.04 and the air quality pledges	Communities	Cllr Kabir Hussain - Cabinet Member for Environment and the Climate Emergency
8.04	Only introduce traffic reduction measures through consultation with, and by the consent of the people of this borough	Consult on future highways schemes as appropriate - no annual deliverable - ongoing action	Communities	Cllr Kabir Hussain - Cabinet Member for Environment and the Climate Emergency
8.05	Ensure consultations are conducted at a point which allows residents and stakeholders to influence decision-making.	Develop a engagement forward plan which identifies opportunities for residents to influence decision-making	Chief Executive's Office	Mayor - Lutfur Rahman
8.06	Work with residents, community groups and other interested parties to develop plans and ideas together	Accelerate partnership strategy to create a child-friendly borough implemented by the Children and Families Partnership.	Children's Services	Cllr Maium Talukdar- Deputy Mayor and Cabinet Member for Education, Youth and Lifelong Learning (Statutory Deputy Mayor)
8.06	Work with residents, community groups and other interested parties to develop plans and ideas together	Deliver the Community Engagement Strategy 2024-2028	Chief Executive's Office	Mayor - Lutfur Rahman
8.06	Work with residents, community groups and other interested parties to develop plans and ideas together	Annual Residents Survey and pilot programme of additional resident voice work completed	Chief Executive's Office	Mayor - Lutfur Rahman

Strategic Plan: Annual Delivery Plan 2024/25

8.07	Carry out consultation which is fair and worthwhile, on the basis of the 'Gunning Principles' devised by Stephen Sedley QC.	No 2024/25 deliverable. This is covered by 8.05.	Chief Executive's Office	Mayor - Lutfur Rahman
8.08	Ensure that everyone affected by any proposals will be notified and can have their say.	No 2024/25 deliverable. This is covered by 8.05.	Chief Executive's Office	Mayor - Lutfur Rahman
8.09	Hold regular Q&A sessions around the borough so that we can have a discussion, together, about how my administration is doing on the important issues	Run Ask the Mayor events with residents three times per year	Chief Executive's Office	Mayor - Lutfur Rahman
8.10	Publicise the Mayor's email address and telephone number for residents to use to contact, and ensure email and phone calls are answered.	Pledge complete.	Chief Executive's Office	Mayor - Lutfur Rahman
8.11	Develop options for future voluntary and community sector funding	Work with partners in the voluntary and community sector to develop a new Voluntary and Community Sector Partnership Strategy	Chief Executive's Office	Cllr Saied Ahmed - Cabinet Member for Resources and the Cost of Living
8.12	Implement Corporate Peer Challenge	Complete Corporate Peer Challenge and implement its recommendations	Chief Executive's Office	Mayor - Lutfur Rahman
8.13	Reinstate and enforce a 'Workforce to Reflect Our Community' policy in order that the administration reflects the diversity of our borough at all levels.	Agree and implement the Workforce to Reflect the Community Strategy and Action Plans. Achieve corporate and directorate targets. Report the Council's pay gap data and put in place specific actions to close the ethnicity pay gap	Resources	Cllr Saied Ahmed - Cabinet Member for Resources and the Cost of Living
8.14	Effective delivery of new administration's agenda.	Annual Delivery Plan approved and published, Service plans and MAR reflect administration delivery priorities	Chief Executive's Office	Mayor - Lutfur Rahman
8.14	Effective delivery of new administration's agenda.	Deliver the savings objective	Resources	Cllr Saied Ahmed - Cabinet Member for Resources and the Cost of Living

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Strategic Plan: 2024-25 Annual Delivery Plan Performance Measures

Activity Performance Measure ID	Performance Measure	Rationale (where measure is new/ changed)	Directorate	Lead Cabinet Member	Lead Cabinet Member Portfolio
Priority 1: Tackling the Cost of Living Crisis					
1.01	Number of EMAs awarded	N/A	Children's Services	Councillor Maium Talukdar	Deputy Mayor and Cabinet Member for Education and Lifelong Learning (Statutory Deputy Mayor)
1.02	Number of university bursaries awarded	N/A	Children's Services	Councillor Maium Talukdar	Deputy Mayor and Cabinet Member for Education and Lifelong Learning (Statutory Deputy Mayor)
1.03	Percentage of homelessness cases prevented or relieved	N/A	Housing & Regeneration	Councillor Saied Ahmed	Cabinet Member for Resources and the Cost of Living
1.03	Number of homeless supported into sustainable accommodation	N/A	Housing & Regeneration	Councillor Saied Ahmed	Cabinet Member for Resources and the Cost of Living
1.04	Number of attendances to holiday activities and food programme during school holidays	N/A	Housing & Regeneration	Councillor Saied Ahmed	Cabinet Member for Resources and the Cost of Living
1.05	Tonnes of food provided to food aid organisations	N/A	Housing & Regeneration	Councillor Saied Ahmed	Cabinet Member for Resources and the Cost of Living
Priority 2: Homes for the Future					
2.01	Net additions to the housing stock	N/A	Housing & Regeneration	Councillor Kabir Ahmed	Cabinet Member for Regeneration, Inclusive Development and Housebuilding
2.01	Number of affordable homes delivered	N/A	Housing & Regeneration	Councillor Kabir Ahmed	Cabinet Member for Regeneration, Inclusive Development and Housebuilding
2.07	Lets to overcrowded households	N/A	Housing & Regeneration	Councillor Kabir Ahmed	Cabinet Member for Regeneration, Inclusive Development and Housebuilding
2.09	Number of privately rented properties visited	N/A	Communities	Councillor Kabir Ahmed	Cabinet Member for Regeneration, Inclusive Development and Housebuilding
New	Percentage of tenants satisfied with the overall service	Housing Management Measure following THH insourcing. Part of Tenant Satisfaction measures	Housing & Regeneration	Councillor Kabir Ahmed	Cabinet Member for Regeneration, Inclusive Development and Housebuilding
New	Percentage of tenants satisfied that their home is safe	Housing Management Measure following THH insourcing. Part of Tenant Satisfaction measures	Housing & Regeneration	Councillor Kabir Ahmed	Cabinet Member for Regeneration, Inclusive Development and Housebuilding
New	Percentage of homes that do not meet the Decent Homes Standard	Housing Management Measure following THH insourcing. Part of Tenant Satisfaction measures	Housing & Regeneration	Councillor Kabir Ahmed	Cabinet Member for Regeneration, Inclusive Development and Housebuilding
Priority 3: Accelerate Education					
3.01	Number of primary school pupils in KS2 receiving public-funded FSM	The measure is to reflect the London Mayor's FSM for all primary school pupils . Set to continue into the 2024-25 academic year	Children's Services	Councillor Maium Talukdar	Deputy Mayor and Cabinet Member for Education and Lifelong Learning (Statutory Deputy Mayor)

Strategic Plan: 2024-25 Annual Delivery Plan Performance Measures


3.01	% of primary school pupils in KS2 receiving public-funded FSM	The measure is to reflect the London Mayor's FSM for all primary school pupils . Set to continue into the 2024-25 academic year	Children's Services	Councillor Maium Talukdar	Deputy Mayor and Cabinet Member for Education and Lifelong Learning (Statutory Deputy Mayor)
3.02	Number of secondary school pupils receiving council-funded FSM	N/A	Children's Services	Councillor Maium Talukdar	Deputy Mayor and Cabinet Member for Education and Lifelong Learning (Statutory Deputy Mayor)
3.02	% of secondary school pupils receiving council-funded FSM	N/A	Children's Services	Councillor Maium Talukdar	Deputy Mayor and Cabinet Member for Education and Lifelong Learning (Statutory Deputy Mayor)
3.06	Number of young people who registered with the Council's and Council commissioned youth centres	Slight change to the description. Methodology remains unchanged	Children's Services	Councillor Maium Talukdar	Deputy Mayor and Cabinet Member for Education and Lifelong Learning (Statutory Deputy Mayor)
3.06	Number of users who regularly attend the Council's and Council commissioned youth services	N/A	Children's Services	Councillor Maium Talukdar	Deputy Mayor and Cabinet Member for Education and Lifelong Learning (Statutory Deputy Mayor)
3.06	Number of young people engaged with the Council's and Council commissioned youth centres who achieve a recorded outcome	N/A	Children's Services	Councillor Maium Talukdar	Deputy Mayor and Cabinet Member for Education and Lifelong Learning (Statutory Deputy Mayor)
3.06	Number of young people engaged with the Council's and Council commissioned youth centres who achieve an accredited outcome	N/A	Children's Services	Councillor Maium Talukdar	Deputy Mayor and Cabinet Member for Education and Lifelong Learning (Statutory Deputy Mayor)
3.17	Number of active education, health and care (EHC) plans	N/A	Children's Services	Councillor Maium Talukdar	Deputy Mayor and Cabinet Member for Education and Lifelong Learning (Statutory Deputy Mayor)
3.17	% of education, health and care (EHC) assessments completed within 20 weeks	N/A	Children's Services	Councillor Maium Talukdar	Deputy Mayor and Cabinet Member for Education and Lifelong Learning (Statutory Deputy Mayor)
3.19	Percentage of Idea Store learners who pass a Skills for Life course	N/A	Resources	Councillor Maium Talukdar	Deputy Mayor and Cabinet Member for Education and Lifelong Learning (Statutory Deputy Mayor)
3.20	Number of children supported by the Early Help Children and Family Service	N/A	Children's Services	Councillor Maium Talukdar	Deputy Mayor and Cabinet Member for Education and Lifelong Learning (Statutory Deputy Mayor)
3.21	% of contacts into MAST that are reviewed and progressed within timescales	Team name change from MASH to the Multi-Agency Support Team (MAST)	Children's Services	Councillor Maium Talukdar	Deputy Mayor and Cabinet Member for Education and Lifelong Learning (Statutory Deputy Mayor)
3.21	Rate of first time entrants to the Youth Justice system	N/A	Children's Services	Councillor Maium Talukdar	Deputy Mayor and Cabinet Member for Education and Lifelong Learning (Statutory Deputy Mayor)
3.21	% of children that re-offend	The measure is on children aged 10-17 thus better refined the definition.	Children's Services	Councillor Maium Talukdar	Deputy Mayor and Cabinet Member for Education and Lifelong Learning (Statutory Deputy Mayor)
3.21	Rate of children subject to protection plans	Better able to appropriately benchmark on rates rather than a number for this measure	Children's Services	Councillor Maium Talukdar	Deputy Mayor and Cabinet Member for Education and Lifelong Learning (Statutory Deputy Mayor)
3.22	% of Care Leavers aged 17-25 who are in education, employment or training (EET)	N/A	Children's Services	Councillor Maium Talukdar	Deputy Mayor and Cabinet Member for Education and Lifelong Learning (Statutory Deputy Mayor)
3.22	Rate of children looked after	Better able to appropriately benchmark on rates rather than a number for this measure	Children's Services	Councillor Maium Talukdar	Deputy Mayor and Cabinet Member for Education and Lifelong Learning (Statutory Deputy Mayor)

Strategic Plan: 2024-25 Annual Delivery Plan Performance Measures

NEW	Rate of children receiving a custodial sentence	this relevant metric forms part of the three indicators for which the Service is measured against by the Ministry of Justice	Children's Services	Councillor Maium Talukdar	Deputy Mayor and Cabinet Member for Education and Lifelong Learning (Statutory Deputy Mayor)
Priority 4: Boost culture, business, jobs and leisure					
4.01	Number of arts events delivered	N/A	Communities	Councillor Iqbal Hossain	Cabinet Member for Culture and Recreation
4.03	% of leisure centre users that are female	New in-sourced leisure centres to collect data for all users	Communities	Councillor Iqbal Hossain	Cabinet Member for Culture and Recreation
4.12	The number of new jobs, training and apprenticeship opportunities enabled for local people	N/A	Housing & Regeneration	Councillor Abdul Wahid	Cabinet Member for Jobs, Skills and Growth
4.16	Enterprises supported through the council's business programmes	N/A	Housing & Regeneration	Councillor Abdul Wahid	Cabinet Member for Jobs, Skills and Growth
Priority 5: Invest in public services					
5.07	People in adult social care quality of life	Requested by Mayor's office	Health and Social Care	Councillor Gulam Kibria Choudhury	Cabinet Member for Health, Wellbeing and Social Care
5.07	% of people who are signposted to find appropriate advice & support in the wider community that helps them to maintain their independence	N/A	Health and Social Care	Councillor Gulam Kibria Choudhury	Cabinet Member for Health, Wellbeing and Social Care
5.07	Overall satisfaction with care and support services received	N/A	Health and Social Care	Councillor Gulam Kibria Choudhury	Cabinet Member for Health, Wellbeing and Social Care
5.07	% service users surveyed who agree with the statement "Overall I have a positive experience of the services I am receiving from the homecare agency"	N/A	Health and Social Care	Councillor Gulam Kibria Choudhury	Cabinet Member for Health, Wellbeing and Social Care
5.10	Number of smoking cessation 4 week quits	N/A	Health and Social Care	Councillor Gulam Kibria Choudhury	Cabinet Member for Health, Wellbeing and Social Care
5.10	Number of smoking cessation 4 week quits (BAME)	N/A	Health and Social Care	Councillor Gulam Kibria Choudhury	Cabinet Member for Health, Wellbeing and Social Care
Priority 6: Empower Communities and Fight Crime					
6.02	Number of hours of uniformed patrols delivered by the Safer Neighbourhood Operations Service	N/A	Communities	Councillor Abu Talha Choudhury	Cabinet Member for Safer Communities
6.02	Victims of violence against women and girls who feel safer after engaging with commissioned provider	N/A	Communities	Councillor Abu Talha Choudhury	Cabinet Member for Safer Communities
6.02	Adults with substance misuse treatment need who successfully engage in community-based structured treatment following release from prison	N/A	Communities	Councillor Abu Talha Choudhury	Cabinet Member for Safer Communities
Priority 7: A Clean and Green Future					
7.08	Number of trees planted	N/A	Communities	Councillor Kabir Hussain	Cabinet Member for Environment and the Climate Emergency
7.11	Level of household recycling	N/A	Communities	Councillor Kabir Hussain	Cabinet Member for Environment and the Climate Emergency
7.13	Percentage of enforcement actions to fly-tip incidents	N/A	Communities	Councillor Kabir Hussain	Cabinet Member for Environment and the Climate Emergency

Strategic Plan: 2024-25 Annual Delivery Plan Performance Measures

7.20	Children engaged in school cycle schemes	N/A	Communities	Councillor Kabir Hussain	Cabinet Member for Environment and the Climate Emergency
New	Percentage of waste collections completed on time	Replace existing waste measure on missed collections	Communities	Councillor Kabir Hussain	Cabinet Member for Environment and the Climate Emergency
New	Level of Public Realm Cleanliness	New contract with Keep Britain Tidy on street cleansing inspections. Independent and Benchmarkable data	Communities	Councillor Kabir Hussain	Cabinet Member for Environment and the Climate Emergency
Priority 8: A council that listens and works for everyone					
8.06	Residents' perception of being involved in decision-making	N/A	Chief Executive's Office	Councillor Abu Talha Choudhury	Cabinet Member for Safer Communities
8.07	Residents' perception of being kept informed by the Council	N/A	Chief Executive's Office	Councillor Abu Talha Choudhury	Cabinet Member for Safer Communities
8.13	Percentage of top 5% of earners from Black, Asian and multi-ethnic communities	N/A	Resources	Councillor Suluk Ahmed	Cabinet Member for Equalities and Social Inclusion

<p>Cabinet</p> <p>16 May 2024</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Somen Banerjee – Acting Corporate Director, Health & Adult Social Care</p>	<p>Classification: Unrestricted</p>
<p>Procurement of a Technology Enabled Care Transformation Partner</p>	

Lead Member	Cllr Gulam Kibria Choudhury Cabinet Member for Health, Wellbeing and Social Care
Originating Officer(s)	Darren Ingram – Head of Living Well
Wards affected	All
Key Decision?	Yes
Reason for Key Decision	Financial threshold
Forward Plan Notice Published	24 th April 2024
Strategic Plan Priority / Outcome	5. Invest in Public Services

Executive Summary

Technology Enabled Care (TEC) can transform the way people receive their care and support. TEC is customer facing technology that can assist service users in achieving their outcomes, helping them to live independently, and with improved wellbeing, for longer. It should not be seen as a replacement for care, but rather as a means of care delivery that supplements other forms of care and support, such as commissioned homecare or informal care from a family member, to provide a holistic response and wider opportunities for meeting individual outcomes.

Despite the increased sophistication and evidence base for TEC tailored to the health and care population, many local authorities, including our own, mainly offer devices that work around a basic careline monitoring system. This has been our offer for many years. The transformation of the current Telecare service in Tower Hamlets will put us at the forefront of delivering expert assessments and using cutting edge technology that is just right for an increased number of our local health and social care population.

The Council has committed £2.939m growth and approved £4.933m savings associated with this transformation, which will deliver a net benefit of £1.994m over the Medium-Term Financial Strategy period (2024/25 to 2026/27 and a total net benefit of £5.3m over the five-year period of the project (2024/25 to 2028/29).

A key part of the transformation is implementing a 'hybrid model', with the Council continuing to deliver all aspects of the delivery of the Telecare service in-house and commissioning an expert TEC transformation partner to work alongside it to support the transformation and realisation of the benefits.

The purpose of this report is to obtain approval to start the procurement of the TEC Transformation Partner.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Agree to the use of the Eastern Shires Purchasing Organisation (ESPO) framework for Technology Enabled Care Services (Lot 2) for the procurement of the transformation partner to support delivery of the Technology Enabled Care Transformation.
2. To authorise the Corporate Director, Health and Adult Social Care, in consultation with the Mayor, to award the contract to the winning bidder.
3. To note the Equalities Impact Assessment / specific equalities considerations as set out in Paragraph 4.

1 REASONS FOR THE DECISIONS

- 1.1 Use of the Eastern Shires Purchasing Organisation (ESPO) framework for Technology Enabled Care Services (Lot 2) for the procurement of the transformation partner to support delivery of the Technology Enabled Care Transformation provides the quickest route to being able to award a contract and for the Council to start realising the benefits of the transformation project, whilst still ensuring that the market is tested, as Lot 2 requires a further competition exercise. The procurement timeline will be approximately three months to award, rather than nine to twelve months for a full procurement.

2 ALTERNATIVE OPTIONS

- 2.1 The alternative is a full procurement, which is unlikely to yield significantly different results given the main providers in the market, of the type of service the Council wishes to purchase, are all part of the ESPO framework. A standalone procurement exercise would significantly increase the procurement timeline and delay the realisation of benefits (i.e. savings) achieved from the Technology Enabled Care Transformation, which would impact the Medium-Term Financial Strategy.

3 DETAILS OF THE REPORT

- 3.1 The Council is embarking on a significant transformation of its Technology Enabled Care offer.
- 3.2 Improving care together: Our vision and strategy for adult social care in Tower Hamlets (2021) sets out the vision that the Council will work in new and innovative ways and use more Care Technology to empower residents to control their own care, remain independent and improve their health and wellbeing. Care Technology is one of the 11 work packages in the Adult Social Care Strategy and its transformation programme.
- 3.3 Care Technology transformation supports the priorities set out in the Council's Strategic Plan:
- Priority 2: Homes for the future - in particular the ambition to adapt homes for disabled residents. Care Technology can act as 'digital adaptations' enabling disabled people to better access their homes and remain in them for longer.
 - Priority 5: Invest in public services – providing high quality financially sustainable services for adults to meet their goals. Care Technology can support residents to achieve their goals, live more independently and reduce spend in adult social care. Care Technology also enables the Council to achieve its ambition to work in collaboration with the North East London Integrated Care System to deliver integrated health and care services.
- 3.4 Care Technology can transform the way people receive their care and support. Care Technology is customer facing technology that can assist service users in achieving their outcomes, helping them to live independently, and with improved wellbeing, for longer. It should not be seen as a replacement for care, but rather as a means of care delivery that supplements other forms of care and support, such as commissioned homecare or informal care from a family member, to provide a holistic response and wider opportunities for meeting individual outcomes.
- 3.5 Despite the increased sophistication and evidence base for Care Technology tailored to the health and care population, many local authorities, including our own, mainly offer devices that work around a basic careline monitoring system. This has been our offer for many years. The transformation of the Telecare service in Tower Hamlets will put us at the forefront of delivering expert assessments and using cutting edge technology that is just right for our local health and social care population.
- 3.6 Care Technology may range from the use of off-the-shelf products like Amazon Echo-dots to remind people to complete daily tasks, to more sophisticated monitoring systems that can alert family members to service user activity in the home, to enable them to respond to an incident.

- 3.7 Digital technology is available that can be programmed to speak a person's first language, or to work via sensors attached to utilities within the home, without requiring the service user to interact with it at all – a benefit to some of the older population who may find manual use of technology a challenge.
- 3.8 By improving the digital and technological offer in social care, some of the challenges in care delivery can begin to be addressed such as sustainable funding, workforce pressures, information and advice and integration between health and care.
- 3.9 Following a diagnostic of the current telecare service, which identified significant opportunities to increase the use of technology the Council developed a business case which set-out how it would transform the current service. The business case identified that with additional investment into the service the Council could reach new cohorts of residents and support people earlier to help reduce, delay and prevent the need for more intrusive and costly social care interventions.
- 3.10 A growth bid and savings proposal was developed as part of the Medium Term Financial Strategy. The table below details the investment (growth) over the five-year project and the savings that will be delivered. For the three-year MTFFS period the Council has committed £2.939m growth and approved £4.933m savings associated with this transformation, which will deliver a net benefit of £1.994m over the Medium-Term Financial Strategy period (2024/25 to 2026/27) and a total net benefit of £5.3m over the five-year period of the project (2024/25 to 2028/29).

Expenditure/Income Category	Year 1 2024/25 £'000	Year 2 2025/26 £'000	Year 3 2026/27 £'000	Year 4 2027/28 £'000	Year 5 2028/29 £'000	Total over 5 Year Period £'000
Total Costs - Investment (Revenue)	£2,184.59	£1,735.92	£1,881.93	£1,786.46	£1,788.66	£9,377.56
Less Existing Budget (Revenue)	-£1,222.86	-£1,222.86	-£1,222.86	-£1,222.86	-£1,222.86	-£6,114.31
Total Costs - Investment (Capital)	£240.61	£262.25	£299.19	£385.33	£482.23	£1,669.60
Total Additional Costs (investment required over existing budget)	£1,202.33	£775.31	£958.26	£948.93	£1,048.02	£4,932.85
Additional Cost Avoidance/Savings	-£1,126.00	-£1,824.00	-£1,983.00	-£2,402.00	-£2,941.00	-£10,276.00
Net Costs/Benefit Care Technology	£76.33	-£1,048.69	-£1,024.74	-£1,453.07	-£1,892.98	-£5,343.15

- 3.11
- 3.12 The Council's telecare team currently provides a 24/7 telecare service to approximately 2300 residents. The telecare team is responsible for all delivery aspects of the service including sourcing, installing, monitoring and responding. The intention is to grow the telecare numbers to around 5,000 residents over the project.
- 3.13 The model developed as part of the business case is a hybrid model. This means that all operational aspects of the current Telecare service, such as the assessment, installation, monitoring, response, review, repair and maintenance of equipment will remain in-house. Alongside this the Council will commission a transformation partner, expert and experienced in delivering

Technology Enabled Care at scale, to work alongside the Council's in-house telecare service.

- 3.14 We are seeking a partner to provide expert support, specific to Technology Enabled Care around maximising the benefits of innovation including making the best of use current and emerging technologies, data driven practice; change management – service development and pathway redesign; culture change and training; benefits realisation and monitoring; and project management including the development of project governance. The partner will support development of an effective customer journey; commissioning and supply chain practices; and rollout to new cohorts, including with partners such as housing and health.
- 3.15 The contract length aligns with the five-year transformation programme and the annual contract value reduces over the life of the contract as the Council develops its own capabilities and is able to continue its continuous improvement journey with less external support.
- 3.16 The intention is to procure the service on a 3 + 1 + 1 basis. The total contract value across the five years of £1.7m includes a one-off mobilisation cost in year one. The contract value after year three would reduce should the available extensions be awarded. This contract length allows for a review of the project benefits in year 3 to take place. The table below shows the detail.

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
TEC Transformation Partner service costs	£350,000	£350,000	£350,000	£250,000	£250,000	1,550,000
Mobilisation costs	£150,000	£0	£0	£0	£0	150,000
Total Costs	£500,000	£350,000	£350,000	£250,000	£250,000	£1,700,000

- 3.17 Having researched the market, for this type of service, there are a limited number of suppliers who could provide the expertise in the area of Technology Enabled Care required to support the transformation. There is a framework that has been developed by the Eastern Shires Purchasing Organisation (ESPO) that enables local authorities to purchase Tech Enabled Care products (Lot 1) and services (Lot 2). The ESPO framework has 32 pre-approved suppliers on it, including all of the main suppliers that would offer a hybrid service such as the one that the Council wishes to commission.
- 3.18 The use of the ESPO framework will allow for a faster mobilisation of this contract, due to the pre-selection of bidders who have all met financial and

quality pre-selection criteria and who are all operating in the care technology market. A speedier award and mobilisation of the contract will allow for earlier realisation of benefits (savings). It is anticipated that using the ESPO framework will allow for the tender process and contract award to be completed within three months of the Cabinet decision i.e. June to August 2024.

- 3.19 A full procurement would require a significantly longer time-frame with a tender unlikely to commence before September 2024 due to the need to develop the contract specification and the terms and conditions and undertake market engagement.
- 3.20 Any delay to the appointment of the transformation partner delays the transformation project itself and will result in risk that the MTFS savings won't be delivered.
- 3.21 The ESPO framework (Lot 2) requires further competition and so still offers a way to ensure competition and best value and the Council will be able to set its own criteria such as price / quality ratio.
- 3.22 Social Value will have 10% overall weighting in the tender evaluation process with the requirements being developed and defined during the preparation of the Tender Pack. This will include consideration of Social Value benefits that can reasonably be delivered within the proposed contract. Social Value benefits may include employment, apprenticeships, placements, executive and management time, or provision of equipment. The social value will be considered in the evaluation criteria for the overall tender as per the Council's procurement procedures. Bidders will be required to offer social value and community benefits based on a pre-populated matrix agreed upon by the service and procurement before the competition is issued.
- 3.23 The governance of the transformation project will be via the TEC Project Board, supported by a number of workstreams that report into it. The TEC Project Board will be established in June 2024 following the Cabinet decision to allow it to oversee the procurement of the transformation partner.

4 EQUALITIES IMPLICATIONS

- 4.1 The proposals will not impact on eligible assessed needs for care being met and will be based on individual assessments and outcomes. If care technology appeared likely to have a negative impact on a protected group, it would not be installed, and an alternative package of care would be commissioned.
- 4.2 The Council is working with Real DPO (Disabled People's Organisation) as part of its co-production service "Engaging Disabled People in the Transformation of Health and Care Services" to ensure that co-production sits at the heart of the transformation work and to ensure that a transformed service meets the needs of all residents who need it. As particular focus is on

how residents can be supported to engage with technology and addressing barriers to its adoption in people's homes.

5 OTHER STATUTORY IMPLICATIONS

5.1 This section of the report is used to highlight further specific statutory implications that are either not covered in the main body of the report or are required to be highlighted to ensure decision makers give them proper consideration. Examples of other implications may be:

- Best Value Implications,
- Consultations,
- Environmental (including air quality),
- Risk Management,
- Crime Reduction,
- Safeguarding.
- Data Protection / Privacy Impact Assessment.

5.2 This transformation project is a key MTFs saving for the Council. Delivering an improved Tech Enabled Care service will allow the Health and Adult Social Care directorate to better managed demand for adult social care services through preventing, reducing and delaying need and supporting residents to be independent for longer where appropriate. The commissioning of an expert transformation partner allows the Council to deliver the transformation project at pace, thereby realising the benefits (i.e. avoiding future costs quickly and represents best value.

6 COMMENTS OF THE CHIEF FINANCE OFFICER

6.1 The costs of the Strategic Transformation Partner to deliver the Technology Enabled Care program amount to £1.55m for the 5-year investment period of the programme (£350k per annum for financial years 2024-25 to 2026-27, reducing to £250k per annum for financial years 2027-28 and 2028-29). In addition, £150k for mobilisation costs in the first year of the contract 2024-25 will be provided, increasing the total contract value to £1.7m over the 5-year contract award period.

6.2 The costs of this contract are built into the Revenue costs of the program and will be awarded on a 3 + 1 + 1 contract basis, at the fixed prices above.

6.3 The Technology Enabled Care Transformation program has associated savings of £0.681m and cost avoidance of £4.252m to deliver from 2024-25 to 2026-27, a total of £4.933m over the 3 financial years of the MTFs period. Over the 5-year investment period of the programme, total savings are projected as £0.847m and cost avoidance as £9.429m, a total of £10.276m.

6.4 To deliver these savings and cost avoidance, investment of £2.134m revenue has been built into the MTFs for 2024-25 to 2025-27. The total revenue investment for the 5-year programme is £9.378m. Capital investment of

£0.300m has been built into the first year of the MTFS, and the total requirement over the 5-year programme is £1.670m. Capital investment after 2024-25 is subject to further submissions of MTFS bid approvals.

- 6.5 The projected net benefits of the Technology Enabled Care Transformation program are £1.997m over the 3-year period and over the 5-year investment period of the programme, the total net benefit expected is £5.343m.
- 6.6 The Transformation Program has key deliverables and targets set to achieve these ambitious benefits. Any delays in the award of this contract, and the commencement of the work of the Strategic Transformation Partner will impact the delivery of the savings targets and the recovery of the growth investment. This will have an impact on the overall financial position of the Health and Adult Social Care budget position and the delivery of the MTFS savings target.
- 6.7 The successful delivery of this program can lead to the implementation of a transformed service for ongoing benefits that can lead to efficiencies after the 5-year program is completed.

7 COMMENTS OF LEGAL SERVICES

- 7.1 The Care Act 2014 requires the Council to promote the well-being of adults with care and support needs and carers within the local area.
- 7.2 There will be a need to ensure that any contract entered into represents value for money and that Best Value requirements are met.

Linked Reports, Appendices and Background Documents

Linked Report

- NONE .

Appendices

- NONE.

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

- NONE.

Officer contact details for documents:

N/A

<p>Cabinet</p> <p>16 May 2024</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Robin Beattie, Acting Director Strategy Improvement and Transformation</p>	<p>Classification: Unrestricted</p>
<p>Tower Hamlets Partnership Review</p>	

Lead Member	Mayor Lutfur Rahman
Originating Officer(s)	Abidah Kamali, Senior Strategy and Policy Officer Afazul Hoque, Head of Corporate Strategy and Communities
Wards affected	All wards
Key Decision?	Yes/No
Reason for Key Decision	[This report has been reviewed as not meeting the Key Decision criteria.
Forward Plan Notice Published	NA
Exempt information	<i>None</i>
Strategic Plan Priority / Outcome	All priorities

Executive Summary

A ‘Tower Hamlets for All’ is our ambitious new Partnership Plan (2023-2028). It is a commitment to seize current opportunities and address the most pressing challenges for residents and the borough through partnership collaboration and leadership. This report presents the headline findings and draft recommendations from the review of our partnership arrangements, so that our partnership working is set up to achieve our collective ambitions. It proposes to streamline partnership efforts and improve focus to achieve transformational change aligned with community, partner, and council aspirations.

The review was led by a task and finish group (TFG) of the Partnership Executive Group (PEG) with the Council represented by Warwick Tomsett as vice chair of the TFG. We heard from partners that the review process has helped build trust and deepened understanding of levers, opportunities and blockers to partnership working. However, how far we can achieve transformational aims will depend on focus and resourcing.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Agree review recommendations (section 3.15), and guiding principles for thematic partnerships, ahead of consideration by the Partnership Executive Group (PEG) in May.

1 REASONS FOR THE DECISIONS

- 1.1 The Tower Hamlets Partnership is on a journey of transformation and improvement. In autumn 2023, it agreed to a new shared vision and Partnership Plan (2023-2028) for the borough. This new ambitious plan demonstrates the council's commitment to partnership and leadership of place, and as a starting point initiates progress towards two key recommendations made by the Local Government Association (LGA) Corporate Peer Challenge, 2023.
- 1.2 However, initial feedback from partners and the council suggests that the current ways of working of the Partnership aren't meeting their needs. There are too many partnerships sitting under the PEG, and its thematic partnerships (for example subgroups). There is a collective view that the partnership structure may require simplification and improvements in joined-up working. The PEG agreed to review partnership arrangements and this report presents the findings and recommendations for consideration.

2 ALTERNATIVE OPTIONS

- 2.1 **Do nothing** - If the cabinet fails to consider the key findings from the review and the Task and Finish Group's recommendations, this will demonstrate noncompliance with recommendations 1 and 7 of the Local Government Association Corporate Peer Challenge feedback report (as outlined in section 3.7 of this report), with risk of poor prioritisation and reputational damage. This could also damage relationships and hinder the Tower Hamlets Partnership's ability to seek collective agreement from its strategic partners on focus, transformational change and improvements to ways of working. Resulting in missed opportunities to strengthen partnership working in Tower Hamlets to tackle social challenges, for growth and socio-economic development, and social mobility.

3 DETAILS OF THE REPORT

Local Strategic Partnership

- 3.1 Community leadership is at the heart of the role of a modern local authority. The Tower Hamlets Partnership (hereafter referred to as the 'Partnership') is

a broad coalition of local institutions with shared vision and commitment to tackling inequalities and stronger public services.

- 3.2 Inequality and poverty are at the heart of the challenges and social issues that our residents face. The Partnership is determined to tackle this head-on, putting our communities first and placing equality, fairness, and justice at the heart of everything we do.
- 3.3 The council and partners value the strength of partnership working and relationships in Tower Hamlets - and the impact of this.

A Journey of Improvement

- 3.4 The council is on a journey of learning, improvement and innovation, taking a community-first and empowered communities approach that is shared with partners. As a learning organisation, the council's new Target Operating Model (TOM) sets out a vision to 'Create a more efficient, effective, and responsive public sector organisation that is better able to meet the needs of its communities'. However, we know that we can't do this alone. Through a set of improvement principles, a shared strategic vision and ambition, pooling shared resources and sharing expertise, we aim to deliver better public services in partnership so that inequalities are reduced and the quality of life of our communities is improved.
- 3.5 Initiated by the council the partnership's journey of improvement began in 2022. Starting with a priority-setting exercise across the partnership, partnership self-assessments, review of executive group terms of reference, and the development of a new partnership plan for the borough and system-wide improvement principles to guide the way we work together. The new partnership plan and partnership review continue this work.

A Tower Hamlets for All - our new Partnership Plan

- 3.6 In November 2023, Cabinet and the PEG agreed to a new shared vision and Partnership Plan (2023-2028) for the borough 'A Tower Hamlets for All'. Through five cross-cutting calls to action, this Partnership Plan supports a focused strategic partnership effort to seize new opportunities and address through partnership collaboration the challenges and ambitions of our residents. It works through the activities of all the partners, taking a systems approach, coordinating and facilitating improvements and joining up work where needed. Through building partnership objectives into their strategic plans, partners agreed to communicate and challenge each other as organisations and partnership boards to raise standards and tackle the most difficult issues.

Partnership Congress

- 3.7 Twice yearly thematic partnership congresses are introduced to engage a wide range of local partners and residents around key administration priorities – the first congress in November 2023 focused on community safety, co-

producing a charter to improve outcomes around crime and anti-social behaviour. The next congress in summer 2024 will focus on developing a new strategic vision for the borough.

Local Government Association Corporate Peer Challenge feedback

- 3.8 The 2021 LGA Corporate Peer Challenge Revisit noted the importance of the partnership response to the pandemic and the partners' strong commitment to a shared ambition for Tower Hamlets. The most recent 2023 LGA Corporate Peer Challenge considered the local authority's 'Leadership of Place' role and its relationships with partners and external stakeholders. It acknowledged the strength of relationships between the council and statutory partners. This includes the good quality health partnerships and the council's community safety work which is considered 'sector leading' by the police. The review made two key recommendations. As a starting point, the new Partnership Plan and Partnership review initiate progress toward these recommendations.

Recommendation 1: Strategic Vision

Develop a more comprehensive long-term strategic vision for the borough and the council which is co-produced with the community.

Recommendation 7: Working with Partners

To ensure more effective partnership working, the council should consider reviewing current partnership governance arrangements.

Partnership Review

- 3.9 In October 2023, the PEG created a task and finish (TFG) group to review partnership arrangements of the Partnership. Initial feedback from partners and the council suggested that current ways of working aren't meeting needs. There are too many partnerships sitting under the PEG and its thematic partnerships (for example subgroups). There is a collective view that the partnership structure may require simplification and improvements in joined-up working.
- 3.10 The TFG was chaired by Ian Parkes (East London Business Alliance) and Sufia Alam (East London Mosque & London Muslim Centre/Inter-Faith Forum), Warwick Tomsett (LBTH), with representation from the Partnership Executive Group and most partnerships, supported by Council Officers.
- 3.11 The purpose of the review is to a) simplify the structure; b) improve focus; c) strengthen accountability and 4) promote transformational partnership working and collaboration. Its objective is to set the Partnership up to achieve the ambitions of our new Partnership Plan, streamline partnership efforts, and focus on achieving transformational change aligned with community, partner and council aspirations.
- 3.12 The Partnership Review has focused on the PEG and the thematic partnership layer directly underneath this. The review findings and recommendations have been co-produced with the TFG and partnership boards.

Headline findings

3.13 We heard a wide range of suggestions to improve partnership working across key themes.

- **Definition:** the partnership is broad and complex. We need to strengthen joint planning and senior representation to ensure horizontal co-ordination across the partnership, to improve alignment and focus.
- **Communication:** happens informally through multiple stakeholders attending the same meetings. Partnership chairs need to address this through a clear engagement strategy.
- **Accountability:** maintain informal, trust-based partnerships as opposed to a formal accountability framework.
- **Community representation:** This will look different for different partnerships, there is best practice to learn from in the Statutory Boards. The Voluntary and Community Sector Strategy will be renewed shortly and is an opportunity to further develop our approach.

3.14 We also heard that transformational partnership working involves:

- senior commitment
- strategic prioritisation
- effective risk management
- research and evidence integration
- and the utilisation of shared resources

Workshop participants felt that our key barriers include:

- resource limitations
- conflicting priorities
- lack of sustained focus and
- equitable representation within the partnership.

Draft Recommendations

3.15 The TFG proposes five key recommendations to strengthen strategic focus and leverage partnerships to achieve transformational impact, improving resident lives. However, how far we can achieve transformational aims will depend on clear focus and resourcing.

3.16 The recommendations (R), supported by an action plan and guiding principles for thematic partnerships are detailed in Appendix A. A summary is outlined below.

R1 - Reform the Partnership Executive Group (PEG):

- Focus efforts on a small number of strategic priorities aligned with partnership priorities and the long-term strategic vision for the borough, strengthen the political interface and optimize the Mayor's time for strategic engagement in local transformation.

- **R2- Tackle Duplication and Improve Focus:** Initiate annual joint planning for whole system working and coordination, partnership improvement (guiding principles), transitions to task and finish groups, and strengthen the relationship between health partnerships.
- **R3 - Develop Distributed Leadership:** A consistent joint chairing arrangement to promote shared and sector leadership and stronger engagement with partners improving partnership practice. This includes board members having clear and defined roles underpinned through the terms of reference and work programmes, improving overall governance of the partnership, and considering a dispersed model for non-statutory boards for partnership effectiveness and sustainability.
- **R4 - Create an Equitable, Inclusive, and Accountable Partnership:** Promote inclusive decision-making and equity, improve resident voice and community representation (including voluntary and community sector and faith communities), and ensure statutory accountability frameworks are adhered to and risks managed, initiating PEG spotlights on cross-cutting priorities for collective action.
- **R5: Improve Communications and Engagement:** Strengthen relationships and improve communication and collaboration outside of meetings, enhance the borough's reputation, and showcase the impact of partnership initiatives.

Research and Evidence

- 3.17 Partners are keen to ensure that decisions are based on the best possible evidence so that shared resources help those people in our communities who need it most.
- 3.18 Partners have expressed eagerness to align partnership objectives with collaborative research through the Health Determinants Research Collaboration to tackle the wider determinants of health. Starting with for example the HDRC research priority of housing. A real asset to improving the efficacy and outcomes of partnerships and reducing inequalities.

Stakeholder Engagement

- 3.19 An extensive engagement process has shaped and tested review findings and recommendations. This includes the review TFG, PEG, a workshop in January with partnership stakeholders, Council Directors, chairs of partnership boards and the council's Transformation Advisory Board. 1:1 meetings with key stakeholders including statutory partners and Lead Members, some of whom felt that statutory partnerships are currently working well where relationships are strong, and priorities are evidence-led and joined up.

A changing policy landscape

- 3.20 The review has considered recent changes to bring policy and partnership arrangements into line with statutory, and national government requirements. For example:
- The evolved role of the Tower Hamlets Together Board following the Health and Care Act 2022. An Integrated Care System is now in place in North East London. THT now operates as a subcommittee within this system, reporting into the local Health and Wellbeing Board and Integrated Care Board under the NHS Accountability Framework.
 - The Community Safety Partnership and its members will be expected to meet the requirements of a Serious Violence Duty introduced through the Police, Crime, Sentencing and Courts Act 2022.
 - A local Combatting Drugs Partnership has been formed in line with the requirements of the Government's 10-year drugs plan 'From harm to hope'. This partnership reports into the Community Safety Partnership and the Health and Wellbeing Board.
 - Specific reviews and task forces that look at priority areas including homelessness, damp and mould, and crime reduction.

Benchmarking

- 3.21 The review researched partnership arrangements across different places. Findings suggest that developing stronger partnerships is an increasingly high priority, especially for areas struggling to balance their budgets.
- 3.22 Most focus executive partnership more tightly on particular thematic areas than LBTH e.g. Waltham Forest on a housing compact; Camden on inclusive growth and children; Southwark on land and assets for public benefit; Hackney's theory of change in regeneration and economic development; Newham's community wealth building board supporting business; and Essex's time-limited mission networks.

Areas recommend:

- Identifying meaningful and actionable outputs and outcomes is a consistent challenge at partnership level – this is due to a tendency to focus either on specific performance measures or on aspirational but unmeasurable collective objectives.
 - Recognising the political challenges and moving on from the unsolvable to focus on those areas where collective agreement is easier to achieve.
 - Prioritising around practical assets and resources that the partners have direct control over as well as external opportunities.
 - Separating the 'away from the table' (ie operational) discussions from the partnership approach (ie strategic) and plan the work programme accordingly.
- 3.23 The review has also since looked at the learning and insights from the DLUC Partnerships for People and Place (PfPP) programme aimed to revolutionise how government departments engage in 'place-based' policy design and implementation to address social policy challenges, where closer coordination between central and local government was deemed beneficial.

- 3.24 The PfPP programme identified five common barriers to effective place-based working across, 1) Complex structures that are difficult to navigate, 2) priorities that are often misaligned; 3) Labour-intensive, complex, and competitive funding programmes; 4) Real and perceived restrictions on data sharing; and 5) a culture where open and collaborative place-based working is not the norm.

Key recommendations derived from successful case studies include:

- Adapting strategies to fit the existing landscape and needs of the community.
- Realigning priorities to focus on mutual benefits and shared objectives.
- Fostering collaboration among stakeholders.
- Overcoming barriers through innovative approaches and persistence to achieve successful outcomes.

- 3.25 In addition, key lessons and recommendations from the Power of People, Partnerships and Place– Place-based giving schemes in London, a collaboration across various sectors such as public, private, and voluntary to address community needs, include the importance of realistic planning, building trust through collaboration, and recognising the value of long-term investment in capacity-building.

4 EQUALITIES IMPLICATIONS

- 4.1 Inequality and poverty are at the heart of the challenges and social issues that our residents face. The Tower Hamlets Partnership is determined to tackle this head-on, putting our communities first and placing equality, fairness, and justice at the heart of everything we do. The recommendations from the partnership review will help tackle inequalities and strengthen partnership working so that everyone can benefit from the social, cultural and economic wealth of the borough.
- 4.2 The Partnership Plan and partnership review will enhance outcomes for different protected characteristics, supporting the council's equality objectives set out in priority six of the council's Strategic Plan 2022-26.

5 OTHER STATUTORY IMPLICATIONS

- 5.1 This section of the report is used to highlight further specific statutory implications that are either not covered in the main body of the report or are required to be highlighted to ensure decision makers give them proper consideration. Examples of other implications may be:
- Best Value Implications,
 - Consultations,
 - Environmental (including air quality),
 - Risk Management,
 - Crime Reduction,
 - Safeguarding.

- Data Protection / Privacy Impact Assessment.

5.2 Best value authorities are under a general Duty of Best Value to “make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness”. The partnership plan and partnership review supports this duty through leadership of place, partnership collaboration, and review and implementation of system-wide improvement principles and guiding principles for thematic partnerships. Thereby streamlining efforts and improving ways of working, creating efficiencies for the council and across the partnership, whilst delivering better outcomes for the borough and its people.

6 COMMENTS OF THE CHIEF FINANCE OFFICER

6.1 The report sets out several recommendations around partnerships. Implementation of any recommendations will need to be delivered from existing resources. Should additional funding be required this will need to be approved through the relevant governance process.

7 COMMENTS OF LEGAL SERVICES

7.1. The Council has the legal power to undertake the actions recommended in this report. Otherwise, there are no direct legal implications arising from this report.

Linked Reports, Appendices and Background Documents

Linked Report

- List any linked reports

Appendices

- Appendix A: Tower Hamlets Partnership Review – A summary report

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

- NONE.

Officer contact details for documents:

Abidah Kamali, Senior Strategy and Policy Officer

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TOWER HAMLETS PARTNERSHIP

Working together for a better borough

How the partnership maps onto LBTH priorities

Existing partnerships align to some extent with the calls to action in the Partnership Plan 2023-28 ('A Tower Hamlets for All', but there are areas where the partnerships aren't set up to realise the ambitions of the new plan. ALL the Partnerships must contribute to all five cross-cutting calls to action.

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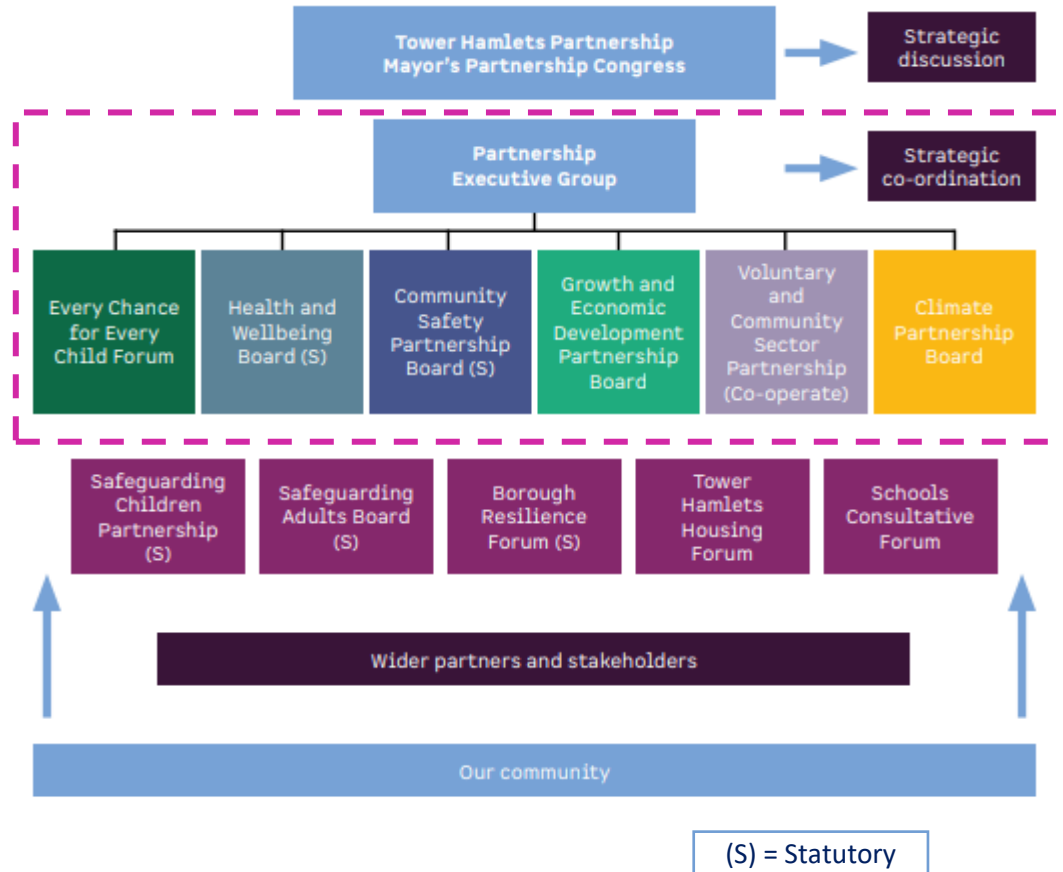


Why the Partnership needs to change

- Set ourselves up differently to achieve our new transformational vision
- Improve current ways of working to meet partner/council needs
- Review current partnership governance arrangements (LGA Corporate Peer Review recommendation)

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Our vision: Residents and partners working together to improve quality of life, advance equality, opportunity, and empowered communities



A partner-led Task and Finish Group created to review partnership arrangements to:

- **simplify the structure**
- **improve focus**
- **strengthen accountability**
- **and promote transformational partnership working and collaboration**

The Review has focused on PEG and the thematic partnership layer directly underneath this.

Implementation of wider improvements will be down to thematic partnership chairs – this will be supported by principle-based guidance (annex 1).

Partnership Review: Headline Findings

- **Definition:** the partnership is broad and complex, we need to strengthen joint planning and senior representation to ensure horizontal co-ordination across the partnership, alignment and focus
- **Communication:** happens informally through multiple people attending the same meetings, partnership chairs need to support this through a clear engagement strategy
- **Accountability:** maintain informal, trust based partnerships rather than introducing a more formal accountability framework
- **Community representation:** This will look different for different partnerships, there is best practice to learn from in the Statutory Boards, the Voluntary and Community Sector Strategy will be renewed shortly and is an opportunity to further develop our approach

Transformational Partnership Working

In summary, we heard that transformational partnership working involves:

- senior commitment
- strategic prioritisation
- effective risk management
- research and evidence integration
- and the utilisation of existing resources

Workshop participants felt that our key barriers include:

- resource limitations
- conflicting priorities
- lack of sustained focus and
- equitable representation within the partnership.

Summary Draft Recommendations: A sharper focus and transformational working

R1: Reform the Partnership Executive Group (PEG)

R2: Tackle Duplication and Improve Focus

R3: Develop Distributed Leadership

R4: Create an Equitable, Inclusive, and Accountable Partnership

R5: Improve Communications and Engagement

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- i. **Focus PEG on a small number of strategic issues** for transformational impact
Ensure close **alignment of the long-term strategic vision** and partnership priorities.
Initiate engagement for the Chief Exec and Mayor with partners to understand partner shared priorities and opportunities better.
- iv. Reinvigorate the **“Mayor’s” partnership congress** and **optimize the Mayor’s time for strategic engagement**
- v. Strengthen work with regional/national **strategic partnerships**

- i. **Initiate an annual joint work planning** promoting whole system working, and coordination
- ii. **Assess partnerships/sub-groups** to distinguish true partnerships from routine relationships, transition to time-focused task and finish groups and foster continuous improvement.
- iii. **Strengthen relationships** between health partnerships to ensure more efficient delivery of services.

- i. **A consistent elected member and partner co-chairing model** to empower shared leadership, foster stronger engagement, and define clear lead roles of board members and overall governance of partnerships.
- ii. **Consider a dispersed model** for non-statutory boards enhancing sector leadership, effectiveness and sustainability.
- iii. **Implement recommendations from the LGA Corporate Peer Challenge** to improve partnership practice.

- i. **Improve resident voice and community representation** to address disparities and promote inclusive decision-making and equity, learning from what works and a community-first approach.
- ii. Ensure adherence to **statutory accountability frameworks**, risk management, and **spotlights on joint cross-cutting priorities**

- i. Investigate platforms for collaboration and **action outside of meetings.**
- ii. **Relaunch** the Tower Hamlets **TH_IS Place campaign** and create a communications working group.
- iii. Rebrand the PEG and **improve internal communications.**
- iv. **Showcase partnership accomplishments** through external engagement, awards, and recognition

Review recommendations

The review proposes five key recommendations to strengthen focus, and leverage partnership working in a more effective way to achieve transformational impact and the ambitions of our new partnership plan '[A Tower Hamlets for All](#)'. The Senior Responsible Officer is the Acting Director for Strategy Improvement and Transformation.

Recommendation 1: Reform the Partnership Executive Group to strengthen its focus, and drive meaningful transformational outcomes across the partnership	Timescale
<p>i. PEG to address a small number of mission-focused strategic issues collectively agreed for transformation impact – commencing with a scoping exercise to identify priorities bringing key stakeholders, academia, and policymakers together, developing a theory of change to address systemic challenges through research, partnership, and strategic interventions. A top priority suggested is the health determinants research collaboration priority of housing issues/wider determinants of health and housing so that strategic priorities, partnership activity and collaborative research can be aligned.</p> <p>ii. Ensure close alignment of the council's new long-term strategic vision for the borough (to be developed) with the new partnership plan priorities, strengthening the role of the Mayor and members in partnership activities. Fostering collaboration, enhancing accountability, and contributing to the success and well-being of the community.</p> <p>iii. Develop a programme of engagement between the Chief Executive, Mayor/Deputy Mayor and partners to understand shared priorities and levers better, thereby strengthening relationships, enhancing collaboration, alignment, and coordination efforts.</p> <p>iv. Repurpose and revitalize the “Mayor’s” partnership congress (incl. frequency) as a dynamic platform for political and partnership leadership and engagement on community issues identified by thematic board chairs. While optimising the Mayor's time for strategic engagement and impact on complex issues aligned to the Mayor’s transformational priorities led by PEG and which focus on meetings/priorities where his participation is required.</p> <p>v. Review the terms of reference and core membership of PEG so that it is better equipped to steer collective efforts towards meaningful impact and sustainable outcomes. This includes a) a partner and Mayor co-chairing arrangement; b) representation from thematic partnerships; c) PEG's role in addressing complex cross-cutting issues that require a PEG steer; d) integrating young people/community (incl. community and voluntary sector and faith community) /multi-sector voice; and e) resources to address shared transformational objectives.</p> <p>vi. Strengthen work across boundaries and with strategic partners, leverage cross-sector forums and partnerships to advance local interests and priorities, partnership networking, advocacy and representation, and benchmarking of innovative/good practices to achieve meaningful progress on local priorities linking into the LBTH external engagement work also. For example, neighboring borough's, the GLA, London Council's, Thames Estuary etc.</p>	<p>May – July 2024</p>

Review recommendations ...continued

Recommendation 2: Tackle duplication and improve focus, impact, and collaboration on cross-cutting strategic issues	Timescale
<p>i. A multi-agency (including key stakeholders, academia and policymakers) annual joint work planning session to strengthen a common vision and priorities, embed system-wide improvement principles, and identify opportunities for long-term transformational outcomes across key priority areas of the partnership plan – whole system working supported by evidence about the borough and a theory of change that tests strategic priorities, deliverability/impact, and resources/effort required.</p> <p>ii. Chairs of boards effectively review current thematic partnerships/sub-groups using the principles-based guidance (annex 1) including reviewing terms of reference and membership, streamlining efforts and enhancing coordination and oversight, strengthening partnerships, leveraging assets, integrating community voice, research, and evidence, and maximising the impact of collaborative initiatives. This includes transitioning from continuous meeting structures of boards/subgroups to time-focused Task and Finish groups addressing specific issues, overlap, or interconnection between issues, thereby promoting focused efforts, realistic goals, and individual accountability.</p> <p>iii. Strengthen the relationships between Tower Hamlets Together and the Health and Wellbeing Board to enhance collaboration, reduce duplication, deliver statutory functions, and ensure a more efficient delivery of health and wellbeing services to the local community.</p> <p>iv. Introduce an annual self-reflection of partnerships and foster a culture of continuous improvement, shared resources and collaboration, benchmarking, learning to achieve goals and make a positive impact in the community.</p>	<p>November 2023</p> <p>November 2023</p> <p>March 2025</p> <p>Ongoing</p>
Recommendation 3: Develop a more distributed leadership and shared decision-making within the partnership	Timescale
<p>i. Learning from what works in our statutory boards, ensure a consistent joint co-chairing arrangement with elected members and partners/council across the Partnership Executive Group and thematic Partnership Boards which empowers shared partnership leadership, advancing collective interests, agenda planning, and actions outside of meetings, and strengthening clear lead roles and overall governance of the partnership.</p> <p>ii. Consider a dispersed model for non-statutory partnership boards where partners who are co-chairs use convening power and take over administrative functions of the partnership thereby promoting shared and sector leadership and collaboration and contributing also to impactful outcomes, the success and sustainability of the partnership.</p> <p>iii. Implement the recommendations and actions from the Local Government Association Corporate Peer Challenge focused on partnership improvements</p>	<p>July 2023</p> <p>March 2025</p> <p>Ongoing</p>

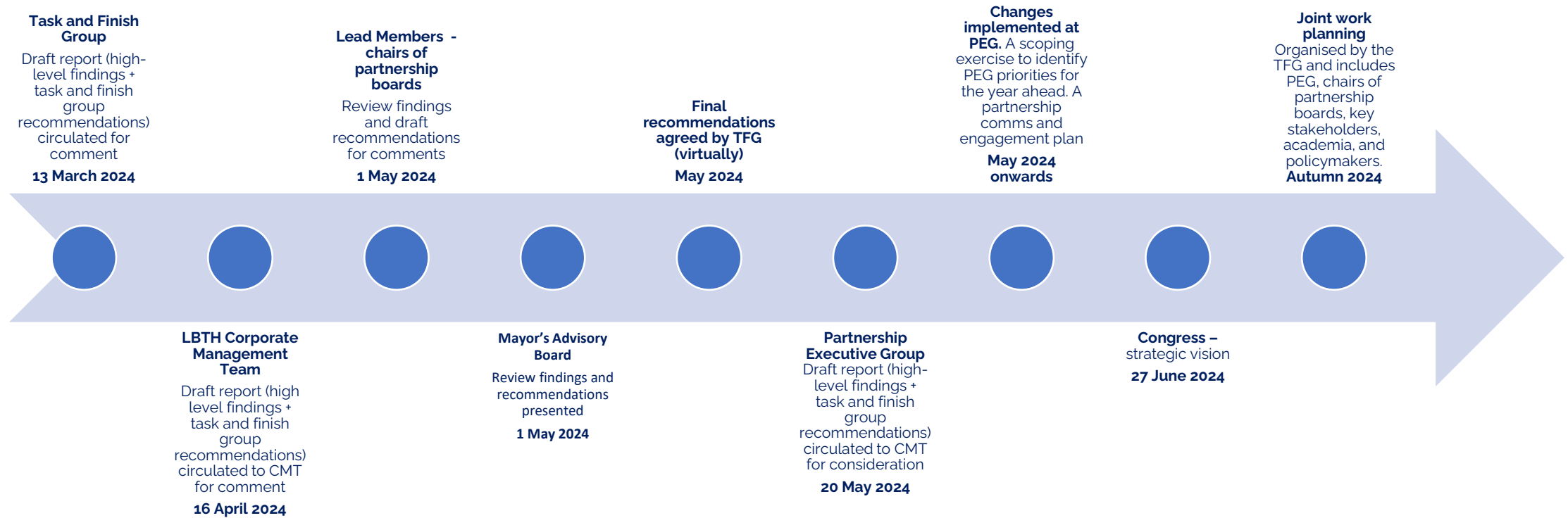
Review recommendations ...continued

Recommendation 4: Create a partnership that is equitable, inclusive and accountable	Timescale
<p>i. Improve resident voice and community/partner representativeness to address disparities and promote inclusivity and equity within the partnership, learning from what works. This includes resident, voluntary and community sector and faith community participation; exploring a shared reward and recognition approach for residents / VCS participation on key projects; making good use of data and collaborative research; and a shared effective community-first and co-production strategy built on trust, equal participation, and effective communications to create responsive, inclusive, and sustainable services.</p> <p>ii. Partnership boards to ensure statutory accountability frameworks are adhered to, and spotlights initiated by PEG (as appropriate) focused on cross-cutting joint priorities to help strengthen governance structures, enhance transparency, and drive collective action and continuous improvements towards achieving shared objectives for community development and well-being.</p>	<p>March 2025</p> <p>Ongoing</p>
Recommendation 5: Improve communications and engagement across the partnership to strengthen relationships, build trust, and mobilise collective action towards shared goals and priorities	Timescale
<p>i. Investigate an appropriate platform that facilitates networking, communications, partnership join-up, and action outside of meeting structures, testing options with the partnership.</p> <p>ii. Relaunch and accelerate the objectives of the Tower Hamlets TH_IS Place campaign as an umbrella campaign for anything that promotes or markets Tower Hamlets, strengthening our brand identity, attracting investment, and enhancing our reputation as a vibrant and dynamic destination for residents, visitors, businesses, and investors. Create a Tower Hamlets Partnership communications working group to support this work, promote the 'no go' to 'go to' social media campaign, and showcase our partnership accomplishments widely.</p> <p>iii. Rebrand the Partnership Executive and improve internal communications around its shared purpose and objective, activities, and deliverables across key priority areas of the partnership plan.</p> <p>iv. Raise awareness and inspire others through positive external engagement work, by showcasing our joint accomplishments and demonstrating the strength of partnership in Tower Hamlets, including through partnership entries for awards and recognitions and sharing good practices of transformational improvement – for example in the children's safeguarding board.</p>	<p>March 2025</p> <p>July 2024</p> <p>March 2025</p> <p>Ongoing</p>

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Indicative Next Steps

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Annex

- 1) Principles-based guidance for thematic partnership chairs (slide 14)

Principle based guidance to improve focus and minimise duplication

There were several practical suggestions that thematic partnership chairs could use to streamline and improve co-ordination of subgroups.

1. **Assessment of Existing Partnerships/Sub-groups:** Evaluate the activity level of each thematic partnership/sub-group to determine if they are active and meeting regularly. Identify any duplication of work across different partnerships. Review the membership composition of each partnership/sub-group to ensure that it includes relevant stakeholders with the necessary expertise and representation from key sectors.
2. **Transition to Task and Finish Groups:** Consider transitioning some thematic partnerships/sub-groups to Task and Finish Groups, especially if their work can be completed within a defined timeframe and does not require continuous meetings. Task and Finish Groups can focus on specific problem areas, set realistic goals, and establish individual accountability for achieving objectives within the specified time frame.
3. **Distinguishing True Partnerships from Routine Relationships:** Differentiate between true partnerships, where stakeholders collaborate on common goals and share accountability and routine relationships or meetings that may not lead to tangible outcomes. Ensure clear and defined roles for each board member underpinned through the terms of reference and work programmes. Allocate support and resources based on the level of partnership engagement and the potential impact of their activities on achieving shared objectives.
4. **Enhancing Coordination and Oversight:** Improve coordination and oversight among thematic partnerships/sub-groups, particularly in areas where there is overlap or interconnection between issues, such as domestic abuse, housing, and substance misuse. Facilitate communication and collaboration between relevant partnerships to ensure that efforts are complementary and not duplicative.
5. **Inclusive Decision-Making Processes:** Establish conditions for making good decisions within partnerships, including involving diverse sources of input and perspectives from communities affected by the issues under consideration. Foster inclusive decision-making processes that prioritise equity, diversity, and inclusion to ensure that the needs and voices of all stakeholders (including the voluntary and community sector and faith communities) are heard and considered.
6. **Leveraging Partnership Assets:** Identify and leverage the assets and resources within the partnership to address identified issues effectively. This may include expertise, funding, networks, and community relationships. Encourage cross-sector collaboration and resource-sharing to maximise the impact of partnership activities.
7. **Effective Risk Management:** Implement effective risk management practices within partnerships to promptly identify and address emerging concerns or challenges. Establish clear processes for escalating key issues to the Partnership Executive Group (PEG) for decision-making and resolution.
8. **Integration of Research and Evidence:** Integrate research and evidence from various sources, such as the Health Determinants Research Collaboration, into partnership activities to inform decision-making and program planning. Use data-driven insights to identify priority areas, assess the effectiveness of interventions, and guide continuous improvement efforts within partnerships.

<p>Cabinet</p> <p>16 May 2024</p>	
<p>Report of: Simon Baxter, Corporate Director, Communities</p>	<p>Classification: Partially exempt</p>
<p>Victoria Park Licence to Occupy</p>	

Lead Member	Cllr Iqbal Hossain, Cabinet Member for Culture and Recreation
Originating Officer(s)	Catherine Boyd, Head of Arts, Parks and Events
Wards affected	All wards
Key Decision?	Yes
Reason for Key Decision	Significant impact on wards
Forward Plan Notice Published	23/04/24
Exempt information	<p>This report and/or its appendices include information that has been exempted from publication as the Monitoring Officer:</p> <ul style="list-style-type: none"> • has deemed that the information meets the definition of a category of exempt information as set out in the Council's Access to Information Rules; and • has deemed that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. <p>The exempt information is contained in</p> <ul style="list-style-type: none"> • Exempt Appendix 1 <p>The exempt information falls into this category: Information relating to the financial or business affairs of any particular person (including the authority handling the information)</p>
Strategic Plan Priority / Outcome	4. Boosting culture, business, jobs, and leisure

Executive Summary

The Arts, Parks and Events team manages a range of community, commercial and corporate events across the Council's parks and open spaces. This includes the Victoria Park Major Events programme. This report sets out the recommended commercial approach for licensing major events in Victoria Park in 2024, 2025, 2026

and 2027 in line with the Council's Major Event Policy for Victoria Park. The report outlines the management arrangements and how these support the Council's Medium Term Financial Strategy.

It is proposed that the Council extends the licence to occupy arrangement, approved by Cabinet on 31 January 2024, to enable AEG Presents Ltd to deliver events in Victoria Park from August 2024 to September 2027 (at times to be specifically agreed). This approach will enable the Council to continue to maintain its parks and open spaces as central government grants reduce further over the coming years and provide increased opportunities for residents and visitors to engage with a wide range of events including free to access community event days.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Approve the option to enter into a Licence to Occupy with AEG Presents Limited as required.
2. Authorise the Corporate Director of Communities to instruct the Director of Legal Services and Monitoring Officer, to execute and enter into all necessary agreements to give effect to the implementation of recommendation 1;
3. To note the Equalities specific considerations as set out in Paragraph 4.

1 REASONS FOR THE DECISIONS

- 1.1 Cabinet approved a three-year licence to occupy in January 2024 to permit AEG Presents to hold events in Victoria Park Between April and September in 2024, 2025 and 2026.
- 1.2 As the Council was unable to grant permission until January 2024, it was not possible for AEG Presents Ltd to make the necessary arrangements for additional events in May/June 2024. Therefore, AEG Presents Ltd's licence to occupy will now only operate from 1 August 2024 until 30 September 2026. This will result in a reduction in the forecasted income to the Council for financial year 2024/25.
- 1.3 AEG Presents Ltd, has approached the Council to extend their licence to occupy parts of Victoria Park at times to be agreed from 1 August 2024 until 30 September 2027. This extension would enable AEG Presents Ltd to deliver three full years of events (as originally approved by Cabinet) in Victoria Park (in addition to the planned August 2024 event dates).
- 1.4 The number of event days, as approved by Cabinet in January 2024, would remain at the same level of a proposed 11 days of major events (or such other days that comply with the Council's Major Events Policy for Victoria Park) and up to eight days of community events plus additional days to be agreed for assembling and dismantling of any required facilities per annum.

- 1.5 The decision to revise the licence to occupy arrangement, to enable AEG Presents Ltd to deliver 3.5 years of events, will enable the Council to receive a guaranteed rental fee.
- 1.6 Under the current licence to occupy arrangement, AEG Presents Ltd are only obligated to deliver and pay a fee for All Points East/In the Neighbourhood and one additional weekend in 2025 and 2026 (total of 14 event days per annum). In addition, AEG Presents Ltd, have the option of delivering a second weekend of events in 2025 and 2026 (total of 19 event days per annum). It should be noted that the second weekend of events proposed for 2025 and 2026 (5 event days in total per annum) are only payable if these additional event days take place.
- 1.7 Through the revised licence to occupy, AEG Presents Ltd propose to deliver All Points East and In the Neighbourhood in August 2024. In calendar years 2025, 2026 and 2027, AEG Presents Ltd would guarantee the Council a fee for rights to hold up to 11 major event days and up to eight community event days (with the fee payable regardless of whether they deliver all the proposed event days). This would result in the Council receiving a guaranteed fee for 19 event days per annum in 2025, 2026 and 2027.
- 1.8 The additional event days will provide more opportunities for residents to benefit from cultural events, increase expenditure through the local economy and generate more income to support Council services including the upkeep of parks and open spaces.
- 1.9 The licence to occupy would enable the Council to test (with an experienced operator with a good track record) an increased number of large and major event days per year in Victoria Park, in line with the Council's revised Major Events Policy for Victoria Park.
- 1.10 By demonstrating that Victoria Park can successfully hold more event days per annum, in line with the Major Events Policy for Victoria Park, it is anticipated that the Council will receive more commercially advantageous offers for future licence to occupy/contract opportunities. Future opportunities would be made available to the market in 2026 for a licence to occupy/contract commencing from 2028, by which point AEG Presents Limited will have (subject to obtaining a Premises Licence) delivered 11 paid entry commercial music focussed major event days and eight free to access community event days per annum in Victoria Park.
- 1.11 The revised licence to occupy would remain in line with the arrangement approved by Cabinet on 31 January 2024 with AEG Presents Ltd delivering a proposed 11 music focussed event days and eight free to access community days over the three-year licence period, giving a total of 19 major and large event days per year. In 2024, AEG Presents Ltd, due to insufficient planning time, propose to deliver 10 event days (All Points East and In the Neighbourhood). The increased number of event days would be implemented from 2025.

- 1.12 The proposed licensing arrangement is a key decision as it may have a significant impact on the communities of two or more wards.

2 ALTERNATIVE OPTIONS

- 2.1 If the Council does not enter into a revised licence to occupy, then the Council would not be guaranteed a fee based on two additional weekends in May/June in 2025 and 2026, plus the loss of guaranteed income in 2027. Details of the loss of potential income to the Council is provided in exempt Appendix 1.
- 2.2 AEG Presents Ltd have proposed a guaranteed fee for all the event days proposed (19 event days per annum including two additional weekends in 2025, 2026 and 2027) on the basis that the Council revises their current licence to occupy to enable them to deliver a full three years of events plus All Points East/In the Neighbourhood in 2024. This is due to the financial risk and resources required to extend their current programme from 10 event days to up to 19 event days per annum.
- 2.3 The licence to occupy will enable the Council to test the viability (commercially and practically in relation to Premises Licence requirements) of increasing the number of large and major events held in Victoria Park before committing to a longer term (up to six years) commercial arrangement with other potential operators.

3 DETAILS OF THE REPORT

- 3.1 In 2013 the first multi-year tender was awarded to Lovebox Festival Limited for three plus one year. In 2017, the Council went out to tender for a new contract from 2018 onwards for four plus one year, which was awarded to AEG Presents Ltd. Due to the pandemic, and in line with procurement regulations, AEG Presents Ltd was granted an extension of one year with 2023 being the last year of this contract arrangement.
- 3.2 In June 2023, officer authority was given to enter into a one-year licence to occupy arrangement with AEG Presents Ltd to deliver 10 major event days in Victoria Park in the summer of 2024, whilst the Council undertook a review of the Victoria Park Major Events policy.
- 3.3 In November 2023, Cabinet approved a revision to the Major Events Policy for Victoria Park, enabling the Council to host up to 12 major event days per annum in Victoria Park (subject to licensing).
- 3.4 In January 2024, Cabinet approved a three-year licence to occupy with AEG Presents Ltd to deliver events in calendar years 2024, 2025 and 2026.

- 3.5 Under the current licence to occupy arrangement (approved in January 2024), AEG Presents Ltd are permitted to deliver a staggered events programme in line with the Council's major events policy. The proposal includes a potential 14 event days in 2024 (achieved through All Points East/In the Neighbourhood plus the option of one additional weekend in May/June 2024). By mutual agreement, and subject to market conditions, the licence to occupy permits up to 19 event days in 2025 and 2026 (delivered via All Points East/In the Neighbourhood and two weekends in May/June in 2025 and 2026).
- 3.6 AEG Presents Ltd are obligated to pay for one additional weekend in May/June 2025 and 2026 with 2024 subject to timescales for approvals and availability of artist etc. Although AEG Presents Ltd considered options for delivering event dates in May/June 2024 (additional to All Points East/In the Neighbourhood), it has not been viable for them to secure artists and therefore there will be no additional events in 2024.
- 3.7 As there are no additional event dates in May/June 2024, the Council will only receive a fee for All Points East/In the Neighbourhood in financial year 2024/25. Under the current licence to occupy, the Council is guaranteed an additional fee for one weekend in May/June 2025 and 2026 (total of 14 event days per annum). However, the second weekend (taking the total to 19 event days per annum) is by mutual agreement and will be subject to market conditions so fees for these additional event days are not guaranteed.
- 3.8 Currently AEG Presents Ltd are only able to deliver two and half years of their three-year licence as the authority provided by Cabinet was limited to a licence to occupy for events in calendar years 2024, 2025 and 2026. AEG Presents Ltd have submitted a revised proposal deliver events from August 2024 to September 2027 (just over three years and across four calendar years).
- 3.9 Should the Council consider the revised proposal, AEG Presents Ltd would guarantee to pay a licence fee for the optional second weekends in 2025, 2026 and 2027 (total of 19 event days in 2025, 2026 and 2027). However, this would be contingent on the Council agreeing to enter into this arrangement by 30 June 2024 to give sufficient time for AEG Presents Ltd to make arrangements for the additional event days in 2025.
- 3.10 The revised proposal would provide the Council with secure financial planning across the next three financial years. Exempt Appendix 1 provides a breakdown of the guaranteed fee to be paid to the Council should this revised licence to occupy arrangement be entered into.
- 3.11 AEG Presents Ltd will only take the financial risk of committing to 19 event days in 2025, 2026 and 2027, if the Council can offer a licence that extends into calendar year 2027. The revised licence would be for just over three years starting from 1 August 2024 until 30 September 2027 (as opposed to 1 May 2024 to end of September 2026). The Council will need to enter into a licence to occupy by 30 June 2024 to enable AEG Presents Ltd to commit to this arrangement.

- 3.12 AEG Presents Limited has delivered a successful event programme throughout their contract with the Council, exceeding contractual obligations and improving their performance year-on-year. AEG Presents Ltd's event planning and delivery will be monitored through a multi-agency planning process through which they will need to demonstrate to the police, licensing, health and safety (including environmental health) and other agencies that they are delivering their event plans.
- 3.13 All events delivered as part of the licence to occupy will be in line with the Council's Major Events Policy for Victoria Park and subject to licensing conditions (Licensing Act 2003).
- 3.14 In line with the current licence to occupy arrangement, the revised licence to occupy would preclude other competing music focussed events from being held between April and September each year. However, the Council could continue to programme other types of events including winter fairs, food festivals, comedy, corporate and private hire events.
- 3.15 The benefits of the licence to occupy include:
- Guaranteed income over the licence to occupy period providing funding to maintain the quality of the Council's parks that would otherwise not be available under current budgeting arrangements and to provide a more solid basis for medium term financial planning.
 - Allows for testing of the market for an increase in the number of major event days before the Council commits to a potential six-year arrangement from 2028 onwards.
 - Improved local impact management and resident feedback arrangements to inform detailed planning for subsequent years events through one event organiser (rather than a roster of changing event organisers).

4 EQUALITIES IMPLICATIONS

- 4.1 Events income contributes significantly to the maintenance and provision of parks and open spaces across the borough, and the delivery of free to access community cultural events. Parks, open spaces and events are open to all residents from all backgrounds and protected characteristics.
- 4.2 Income generated from a well-managed events programme in Victoria Park enables the Council to continue investing in parks and open spaces and free community events at a time of reducing budgets, thereby benefitting all residents.
- 4.3 Events have localised, time limited impacts. These are not considered to affect any particular protected characteristic disproportionately. Localised impacts are minimised through contractual requirements to continuously improve event management arrangements.

5 OTHER STATUTORY IMPLICATIONS

5.1 This section of the report is used to highlight further specific statutory implications that are either not covered in the main body of the report or are required to be highlighted to ensure decision makers give them proper consideration. Examples of other implications may be:

- Best Value Implications,
- Consultations,
- Environmental (including air quality),
- Risk Management,
- Crime Reduction,
- Safeguarding.
- Data Protection / Privacy Impact Assessment.

5.2 **Best Value Implications:** a multi-year licence to occupy will support the Council's budgeted income targets for 2024/25, 2025/26, 2026/27 and would guarantee income in financial year 2027/28. This approach will provide better financial stability and support the Council's medium-term financial planning.

A single event operator for major events in Victoria Park is considered the most effective use of resources, both in terms of staffing and asset use. The approach allows for more effective contract management arrangements, which could not be achieved with a multitude of contracts for smaller events.

5.3 **Consultations:** events with an attendance of more than 499 at any one time, which have regulated entertainment and or the provision of alcohol, require a Premises Licence. It is a statutory requirement for Premises Licence applicants to undertake a 28-day public consultation period. AEG Presents Ltd, in preparation for their 2024 events programme, have obtained a Premises Licence to hold events in Victoria Park in line with the Council's Major Events Policy for Victoria Park. As part of the event planning process residents within a set catchment area of Victoria Park will be notified in advance of each event programme. This notification will detail event dates and timings (including set up and take down), sound check timings, road closures and how to contact them to raise a query or make a complaint. Information will also be published on the Council's website.

AEG Presents Ltd have stated that they will hold community engagement meetings pre and post event to take into account any issues or suggestions by residents to inform their event planning and delivery arrangements.

Environmental (including air quality): as the events are held in public open spaces, consideration is given to reduce impact to residents and the park. Measures include effective site planning, ground protection and noise management procedures agreed with Environmental Protection. AEG Presents Ltd, through the Park Hire Application process and licence to occupy, will be required to provide detailed site plans, demarcating ground protection measures, plus details of site services (including effective waste management and recycling). AEG Presents Ltd are committed to operating

sustainable events and would continue to seek to improve their practices to reduce the environmental impact of their events programme. AEG Presents Ltd will also be charged an environmental impact fee that will be used to improve the park's infrastructure.

- 5.4 **Risk Management:** the recommendations of this report seek to mitigate budgetary risks by securing guaranteed events income across four financial year. This approach will provide a more stable and predictable environment for year-on-year budgeting.

If the Council were to go to market with an opportunity for a multi-year contact in 2024 rather than enter into a three-year licence to occupy with AEG Presents Ltd, the commercial offers received are likely to be lower given that event operators will base their proposals on the established success of the venue and potential for additional events based on current / previous Premises Licences. The proposed licence to occupy will enable the Council to go to the market in 2026, once an expanded events programme has been successfully delivered at Victoria Park in relation to the necessary Premises Licence conditions.

Should the Council decide to enter into this arrangement, then the licence to occupy agreement must be entered into no later than 30 June 2024 to provide sufficient time for AEG Presents Ltd to plan for an increased events programme from 2025.

The risk of residents being impacted by poorly managed events is reduced as AEG Presents Ltd has delivered a successful event programme throughout their contract with the Council, exceeding contractual obligations and improving their performance year-on-year. The Council can be confident that, based on previous performance, an increased number of event days would be responsibly managed by AEG Presents Ltd.

All major events are subject to multi-agency planning, including the relevant emergency services. In addition to the contractual requirements, the premises licensing process provides for further mitigation through licensing conditions. Through the event planning process, the event organiser will need to demonstrate that they have the resources and experience to safely plan and deliver their event with minimum impact to the park and residents. This includes providing, relative to the size and risk of the event, Event Management Plans; Crowd Management Plan; Noise Management Plan, Risk Assessment (including fire); Safeguarding Policy; Sustainability Plan; and adequate insurance.

- 5.5 **Crime Reduction:** AEG Presents Ltd have made continuous improvements to their current event management arrangements in order to minimise any potential negative impact from major events. This has resulted in a reduction of adverse impacts and the current events programme has been confirmed as a low-crime event by the Metropolitan Police service. AEG Presents Ltd are committed to building on these arrangements so they can expand their event programme.

AEG Presents Ltd will be required to provide a Crowd Management Plan, which will be subject to review by the multi-agency planning group, which includes representatives from the Metropolitan Police Service. Through this process, event organisers will need to adequately demonstrate how they will meet the Licensing objectives (Licensing Act 2003). Detailed plans must be provided to document on site (event footprint) and off site (park and key external walking routes) arrangements to and from Victoria Park.

5.6 **Safeguarding:** through the licensing and multi-agency planning process, event organisers must provide detailed and robust arrangements and measures to protect children and vulnerable adults from harm. These plans are subject to review by the multi-agency planning group. As part of the Premises Licence application and multi-agency planning process the Council's Safeguarding and Quality Assurance Service team reviews safeguarding measures.

5.7 **Data Protection / Privacy Impact Assessment:** event organisers do not manage sensitive data held by the Council. They are responsible for compliance with the Data Protection Act 2018 (DPA 2018) and the Privacy and Electronic Communications Regulations 2003 (SI 2003/2426) and this responsibility is covered via the Park Hire Contract.

6 COMMENTS OF THE CHIEF FINANCE OFFICER

6.1 As part of a review of the Council's Medium Term Financial Strategy for the next three years, additional income targets for major events were approved, commencing as part of the 2024/25 budget.

6.2 Further financial comments are provided in exempt Appendix 1.

7 COMMENTS OF LEGAL SERVICES

7.1 Cabinet approved the option to enter into a three-year Licence to Occupy with AEG Presents Ltd as required on 31 January 2024.

7.2 The Cabinet report for the licence to occupy states that the licence would be for events held in 2024, 2025 and 2026. Therefore, a decision is required to authorise events to be held in 2024, 2025, 2026 and 2027. This decision could be taken by the Mayor as an Individual Mayoral Decision (either for the amendment to be made or to authorise the Corporate Director for Communities to take an Officer Decision). Alternatively, the decision could be made by the Mayor in Cabinet, however this would need to be concluded before 30 June 2024.

7.3 This report does not give rise to any particular legal implications in respect of planning, licensing, etc. Specific advice on event licensing, planning and other issues will be given to the relevant Committee or Sub-Committee, as required.

- 7.4 Section 145 of the Local Government Act 1972 gives local authorities a power to do or arrange for the doing of anything necessary or expedient for the provision of any entertainment. This power includes the power to set aside or enclose any part of a park or pleasure ground that they own or that is under their control. This includes the power to allow such a part of a park or pleasure ground to be used by some other person, on payment or such other terms as the authority thinks fit and allows that other person to make charges for admission.
- 7.5 The Council has the power to grant a licence for the use of the land by virtue of Section One of the Localism Act 2011. The terms of the licence agreement will be agreed with AEG Presents Limited and will cater for standard occupation terms in order to protect the land, the receipt by the Council of the licence fee and ensure it is returned to the Council in an appropriate condition after use amongst other things. The agreement will prohibit unacceptable uses of the land in the usual manner.
- 7.6 AEG Presents Limited's stated intention is to use the land to provide events to the public but should AEG Presents Limited proceed with this intention this will be subject to obtaining the appropriate statutory permissions. Nothing in the agreement will affect amplify or fetter the Council's statutory duties in this regard in any way.
- 7.7 The agreement will not require AEG Presents Limited to undertake any activities on behalf of the Council or at the Council's behest beyond those activities normally required to safeguard and protects the Council's land.
- 7.8 The proposal for the use of the land submitted to the Council shows information relating to AEG Presents Limited's financial and business affairs and therefore the information is exempt for the purposes of Schedule 12A of the Local Government Act 1972. The release by the Council into the public domain may be actionable by AEG Presents Limited, which could significantly affect public funds. Therefore, the public interest in knowing the information is outweighed by the public interest in maintaining the exemption. Therefore, the proposal is not restated here.
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Linked Reports, Appendices and Background Documents

Linked Report

- Cabinet [report](#) for the amendment to the Victoria Park Major Events Policy and [decision](#) taken.
- Cabinet [report](#) for the current three-year licence to occupy and [decision](#) taken.

Appendices

- Exempt Appendix 1

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

- None.

Officer contact details for documents:

N/A

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

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