



Meeting of the

CABINET

Wednesday, 6 October 2010 at 5.30 p.m.

AGENDA – SECTION ONE

VENUE

Activities Hall, George Green's School, 100 Manchester Road, Isle of Dogs, London E14 3DW

Members:

Councillor Helal Abbas (Chair)	– (Leader of the Council)
Councillor Joshua Peck (Vice-Chair)	– (Deputy Leader of the Council)
Councillor Shahed Ali	– (Lead Member, Environment)
Councillor David Edgar	– (Lead Member, Resources)
Councillor Marc Francis	– (Lead Member, Housing, Heritage and Planning)
Councillor Sirajul Islam	– (Lead Member, Regeneration and Employment)
Councillor Denise Jones	– (Lead Member, Culture and Creative Industries)
Councillor Shiria Khatun	– (Lead Member, Children's Services)
Councillor Rachael Saunders	– (Lead Member, Health and Wellbeing)
Councillor Abdal Ullah	– (Lead Member, Community Safety)

[Note: The quorum for this body is 3 Members].

If you require any further information relating to this meeting, would like to request a large print, Braille or audio version of this document, or would like to discuss access arrangements or any other special requirements, please contact:

Angus Taylor, Democratic Services,

Tel: 020 7364 4333, E-mail: angus.taylor@towerhamlets.gov.uk

LONDON BOROUGH OF TOWER HAMLETS

CABINET

WEDNESDAY, 6 OCTOBER 2010

5.30 p.m.

George Green's School - location map, transport links (Pages 1 - 6)

Public Question and Answer Session

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

Questions can be submitted in advance to the Town Hall or be asked on the evening.

Send any questions to Angus Taylor, Democratic Services, Town Hall, Mulberry Place, Poplar, E14 2BG or email Angus.taylor@towerhamlets.gov.uk by 5pm Thursday, 30th September 2010.

1. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

2. DECLARATIONS OF INTEREST

PAGE NUMBER	WARD(S) AFFECTED
7 - 8	

To note any declarations of interest made by Members, including those restricting Members from voting on the questions detailed in Section 106 of the Local Government Finance Act, 1992. See attached note from the Chief Executive.

3. UNRESTRICTED MINUTES

9 - 36

To confirm as a correct record of the proceedings the unrestricted minutes of the ordinary meeting of the Cabinet held on 8th September 2010.

4. DEPUTATIONS & PETITIONS

To receive any deputations or petitions.

5. OVERVIEW & SCRUTINY COMMITTEE

5.1 Chair's advice of Key Issues or Questions in relation to Unrestricted Business to be considered

To receive any advice of key issues or questions in relation to the unrestricted business of the Cabinet, arising from the meeting of the Overview and Scrutiny Committee held on 5th October 2010.

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

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

The following item has been "called in" for further consideration by the Overview and Scrutiny Committee at its meeting to be held on 5th October 2010. Should the Overview and Scrutiny Committee, upon consideration, refer the report back to the Cabinet for further consideration Members will receive a copy of each report and the decision/ recommendations of the Overview and Scrutiny Committee at the Cabinet meeting.

- (i) Enforcement Policy and RIPA (CAB 041/101).

UNRESTRICTED REPORTS FOR CONSIDERATION

6. A GREAT PLACE TO LIVE

6.1	Conservation Strategy (CAB 042/101)	37 - 176	All Wards;
6.2	Neighbourhood Shops Policy (CAB 043/101)	177 - 188	All Wards;
6.3	Future Contracting Approach for Waste and Public Realm Services (CAB 044/101)	189 - 200	All Wards;

7. A PROSPEROUS COMMUNITY

7.1	Contracts Forward Plan (CAB 045/101)	201 - 206	All Wards;
7.2	Responses to the recommendations of the Scrutiny Working Group: Reducing Worklessness amongst Young Adults 18-24 (CAB 046/101)	207 - 270	All Wards;
7.3	Mainstream Grants Advice Service Corporate Match Funding Programmes - Arrangements for 2011 and Beyond (CAB 047/101)	271 - 284	All Wards;

	PAGE NUMBER	WARD(S) AFFECTED
8. A SAFE AND SUPPORTIVE COMMUNITY		
8 .1 Food Law Enforcement Service Plan 2010-2011 (CAB 048/101)	285 - 332	All Wards;
9. A HEALTHY COMMUNITY		
Nil items.		
10. ONE TOWER HAMLETS		
10 .1 Responses to the recommendations of the Scrutiny Working Group for Strengthening Local Community Leadership (CAB 049/101)	333 - 368	All Wards;
10 .2 Strategic Performance and Corporate Revenue and Capital Budget Monitoring Q1 2010/11 (CAB 050/101)	369 - 478	All Wards;
10 .3 Stifford Community Centre - Proposed new lease to facilitate redevelopment (CAB 051/101)	479 - 492	St Dunstan's & Stepney Green;
11. ANY OTHER UNRESTRICTED BUSINESS CONSIDERED TO BE URGENT		
To consider any other unrestricted business that the Chair considers to be urgent.		
12. UNRESTRICTED REPORTS FOR INFORMATION		
12 .1 Exercise of Corporate Director Discretions (CAB 052/101)	493 - 498	All Wards;

13. EXCLUSION OF THE PRESS AND PUBLIC

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

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

EXEMPT/CONFIDENTIAL SECTION (PINK)

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.

14. EXEMPT / CONFIDENTIAL MINUTES

To confirm as a correct record of the proceedings the exempt / confidential minutes of the ordinary meeting of the Cabinet held on 8th September 2010.

15. OVERVIEW & SCRUTINY COMMITTEE

15 .1 Chair's advice of Key Issues or Questions in relation to Exempt / Confidential Business to be considered.

Nil items.

15 .2 Any Exempt / Confidential Decisions "Called in" by the Overview & Scrutiny Committee

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

Nil items.

EXEMPT / CONFIDENTIAL REPORTS FOR CONSIDERATION

16. A GREAT PLACE TO LIVE

Nil items.

17. A PROSPEROUS COMMUNITY

Nil items.

18. A SAFE AND SUPPORTIVE COMMUNITY

Nil items.

19. A HEALTHY COMMUNITY

Nil items.

20. ONE TOWER HAMLETS

Nil items.

**21. ANY OTHER EXEMPT/ CONFIDENTIAL
BUSINESS CONSIDERED TO BE URGENT**

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

**22. EXEMPT / CONFIDENTIAL REPORTS FOR
INFORMATION**

Nil items.

SCRUTINY PROCESS

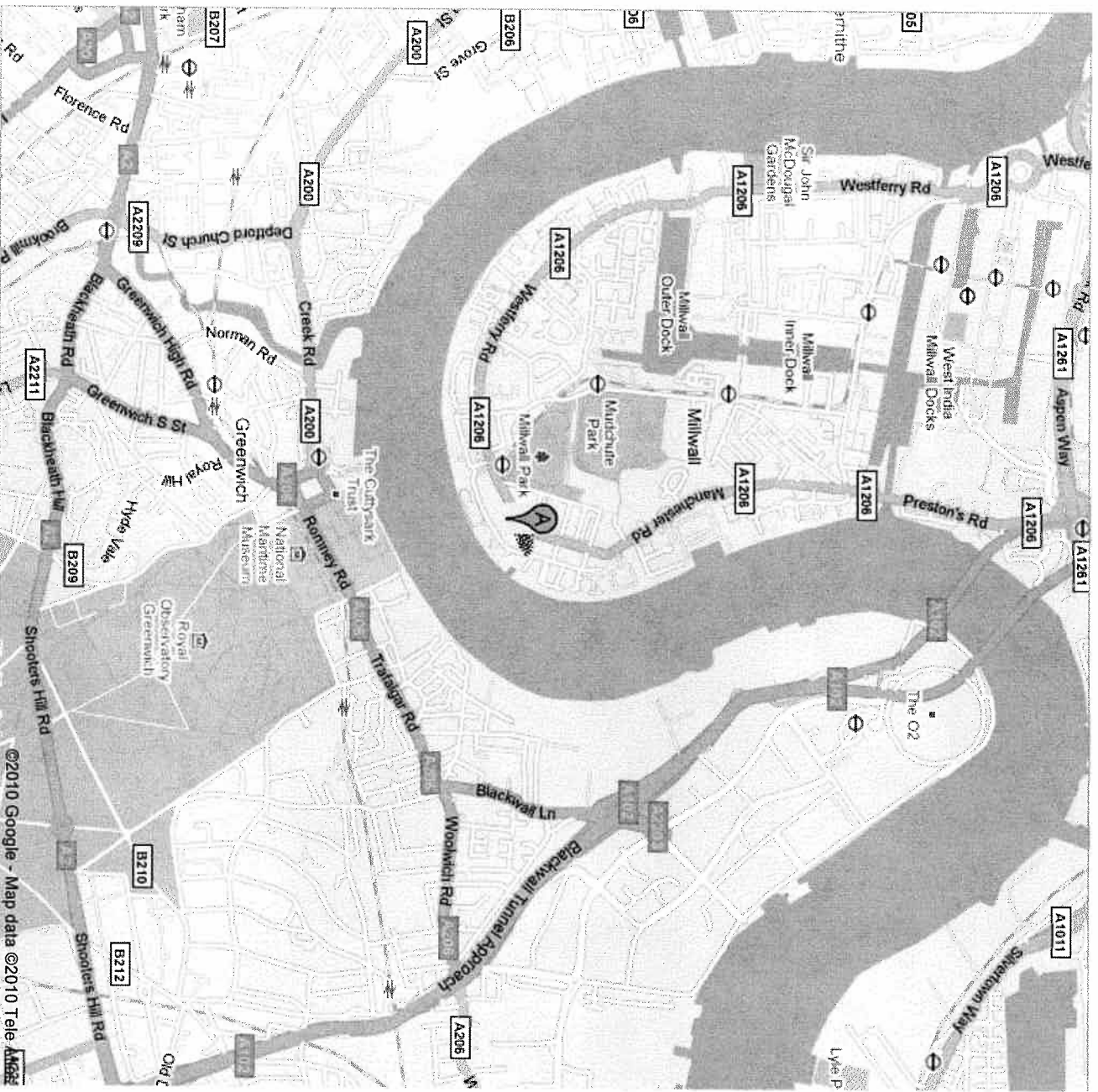
The Overview and Scrutiny Committee, at its meeting on **Tuesday 16th November 2010** may scrutinise provisional decisions made in respect of any of the reports attached, if it is "called in" by **five** or more Councillors except where the decision involves a recommendation to full Council.

The deadline for "Call-in" is: Friday 15th October 2010 **(5.00 p.m.)**

The deadline for Deputations is: Wednesday 10th November 2010 **(5.00 p.m.)**

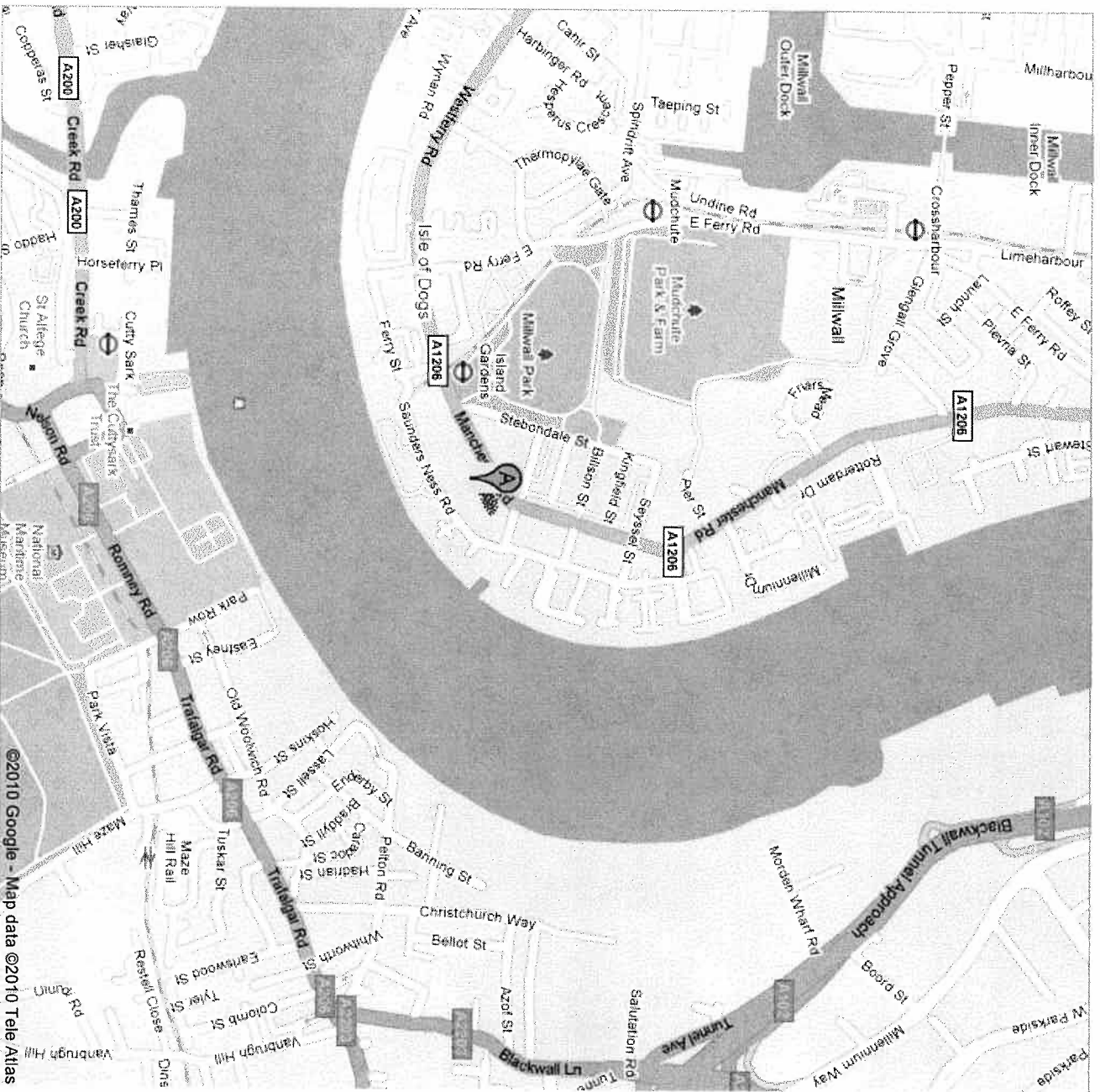
Councillors wishing to "call-in" a provisional decision, or members of the public wishing to submit a deputation request, should contact: **John Williams**
Service Head Democratic Services:
020 7364 4205

Google maps
UK

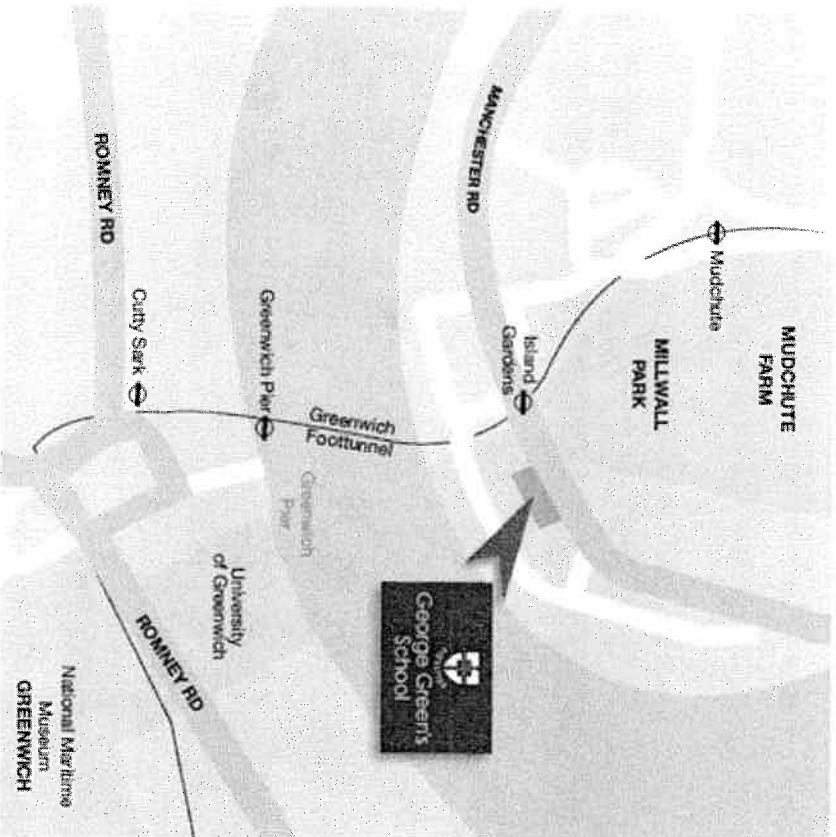


- A. **George Green's School**
100 Manchester Road, London E14 3DW -
020 7987 6032

Google maps
UK



- A. **George Green's School**
100 Manchester Road, London E14 3DW -
020 7987 6032



Transport Links:

Buses: D3 and D7 stop nearby on Manchester Road.
DLR: Island Gardens Station (from Tower Hamlets: Lewisham Service)

Links to George Green's School website:

<http://www.georgegreens.com/contact.php>

Link to website featuring George Green's School with options to click on location maps:

<http://maps.google.co.uk/maps?hl=en&ie=UTF8&q=george+green's+school&fb=1&gl=uk&hq=george+green's+school&view=map&cid=10644536688947008988&iwloc=A&ved=0CB4QpQY&sa=X&ei=Nz6aTO64DdLxOaT6vMwG>

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Agenda Item 2

DECLARATIONS OF INTERESTS - NOTE FROM THE CHIEF EXECUTIVE

This note is guidance only. Members should consult the Council's Code of Conduct for further details. Note: Only Members can decide if they have an interest therefore they must make their own decision. If in doubt as to the nature of an interest it is advisable to seek advice **prior** to attending at a meeting.

Declaration of interests for Members

Where Members have a personal interest in any business of the authority as described in paragraph 4 of the Council's Code of Conduct (contained in part 5 of the Council's Constitution) then s/he must disclose this personal interest as in accordance with paragraph 5 of the Code. Members must disclose the existence and nature of the interest at the start of the meeting and certainly no later than the commencement of the item or where the interest becomes apparent.

You have a **personal interest** in any business of your authority where it relates to or is likely to affect:

- (a) An interest that you must **register**
- (b) An interest that is not on the register, but where the well-being or financial position of you, members of your family, or people with whom you have a close association, is likely to be affected by the business of your authority more than it would affect the majority of inhabitants of the ward affected by the decision.

Where a personal interest is declared a Member may stay and take part in the debate and decision on that item.

What constitutes a prejudicial interest? - Please refer to paragraph 6 of the adopted Code of Conduct.

Your personal interest will also be a prejudicial interest in a matter if (a), (b) and either (c) or (d) below apply:-

- (a) A member of the public, who knows the relevant facts, would reasonably think that your personal interests are so significant that it is likely to prejudice your judgment of the public interests; AND
- (b) The matter does not fall within one of the exempt categories of decision listed in paragraph 6.2 of the Code; AND EITHER
- (c) The matter affects your financial position or the financial interest of a body with which you are associated; or
- (d) The matter relates to the determination of a licensing or regulatory application

The key points to remember if you have a prejudicial interest in a matter being discussed at a meeting:-

- i. You must declare that you have a prejudicial interest, and the nature of that interest, as soon as that interest becomes apparent to you; and
- ii. You must leave the room for the duration of consideration and decision on the item and not seek to influence the debate or decision unless (iv) below applies; and

- iii. You must not seek to improperly influence a decision in which you have a prejudicial interest.
- iv. If Members of the public are allowed to speak or make representations at the meeting, give evidence or answer questions about the matter, by statutory right or otherwise (e.g. planning or licensing committees), you can declare your prejudicial interest but make representations. However, you must immediately leave the room once you have finished your representations and answered questions (if any). You cannot remain in the meeting or in the public gallery during the debate or decision on the matter.

LONDON BOROUGH OF TOWER HAMLETS

MINUTES OF THE CABINET

HELD AT 5.30 P.M. ON WEDNESDAY, 8 SEPTEMBER 2010

**MAIN HALL, STEPNEY GREEN MATHS AND COMPUTING COLLEGE, BEN
JONSON ROAD, LONDON E1 4SD**

Members Present:

Councillor Shahed Ali	(Lead Member, Environment)
Councillor David Edgar	(Lead Member, Resources)
Councillor Marc Francis	(Lead Member, Housing, Heritage and Planning)
Councillor Joshua Peck (Vice-Chair)	(Deputy Leader of the Council)
Councillor Rachael Saunders	(Lead Member, Health and Wellbeing)
Councillor Abdal Ullah	(Lead Member, Community Safety)

Other Councillors Present:

Councillor Stephanie Eaton	(Leader, Liberal Democrat Group)
Councillor Peter Golds	(Leader, Conservative Group)
Councillor Ann Jackson	(Chair, Overview & Scrutiny Committee)

Others Present:

Officers Present:

Andy Algar	– (Service Head Asset Management, Development & Renewal)
Hafsha Ali	– (Acting Joint Service Head Scrutiny & Equalities, Chief Executive's)
Anne Canning	– (Service Head Learning & Achievement, Children Schools & Families)
Kevan Collins	– (Chief Executive)
Aman Dalvi	– (Corporate Director, Development & Renewal)
Tony Draper	– (Project Support Consultant, Development & Renewal)
David Galpin	– (Head of Legal Services (Community), Legal Services, Chief Executive's)
Stephen Halsey	– (Corporate Director, Communities, Localities & Culture)
John Harkin	– (Assistant Lettings Manager, Development & Renewal)
Chris Holme	– (Service Head, Resources, Development & Renewal)

Paul Leeson	– (Finance Manager, Development & Renewal)
Katharine Marks	– (Acting Service Head, Disabilities and Health, Adults Health & Wellbeing)
Chris Naylor	– (Corporate Director, Resources)
Jackie Odunoye	– (Service Head Strategy Regeneration and Sustainability, Development & Renewal)
David Sommerfield	– (Scrutiny and Equalities Support Officer, Scrutiny & Equalities, Chief Executive's)
Takki Sulaiman	– (Service Head Communications, Chief Executive's)
Owen Whalley	– (Service Head Planning and Building Control, Development & Renewal)
Angus Taylor	– (ExecutiveTeam Leader, Democratic Services, Chief Executive's)

COUNCILLOR J. PECK (VICE-CHAIR) IN THE CHAIR

WELCOME

The Chair opened the meeting by welcoming those present in the public gallery to the third meeting of the Cabinet to be held outside the Town Hall, being held in the Community with a view to promoting resident attendance and engagement. The first meeting in Bow, the second in Whitechapel, and now Stepney Green.

The Chair also formally thanked the Head Teacher, staff and students of Stepney Green Maths and Computing College, for their welcome and hosting of the Cabinet meeting. He also congratulated the students and staff on their recent excellent academic results, which were reflected boroughwide.

ADJOURNMENT

At this juncture the Chair informed those present that before Cabinet consideration of the substantive business set out in the agenda, he felt it appropriate to allow an opportunity for the public to put questions to the Deputy Leader of the Council [himself], and other Lead Members comprising the Cabinet present; also to allow an opportunity for members of the Cabinet to comment on the learning from their walkabout, which had taken place immediately beforehand. Accordingly the Chair Moved the following motion for the consideration of members of the Cabinet, and it was: -

Resolved

That the Cabinet adjourn for a period of 30 minutes, at 5.35pm, and that the meeting reconvene at 6.05pm.

The meeting adjourned at 5.35pm
The meeting reconvened at 6.05pm

Walkabout Learning

Cabinet members commented on the learning from their walkabout which had taken place immediately before the Cabinet meeting. This had comprised of groups of Cabinet Members/ Chief Officers walking to Stepney Green Maths and Computing College, from the Harford Street Centre, for approximately 45 minutes. Comments received focused on the following issues:

- Helpful in conceptualising the outcome of regeneration initiatives in the areas and in particular the value of the Community facilities at the Harford Street Centre.
- Identified issues with Tower Hamlets Primary Care Trust funding for health facilities in Harford Street, and the need to examine what could be done within the Council's Budget setting process to mitigate this.
- Informative in gauging the progress of decants on the Ocean Estate, a precursor to regeneration scheme. Also under-pinning awareness that a huge amount remained to be done in regenerating the Ocean Estate, which could only be achieved with funding from the Homes and Communities Agency.
- Highlighted the importance of retaining links to cultural heritage in taking the regeneration initiatives forward. Noted the campaign to retain the name "Bengal House".
- Highlighted the benefit of access to "showhouse" facilities on the Ocean Estate for new kitchens and bathrooms, which was convenient and gave a more realistic demonstration.

Question & Answer Session

Members of the public asked a number of questions to which the members of the Cabinet responded including:

- The definition of the term "affordable housing" used in the LDF Core Strategy. Also whether intermediate housing was affordable and should be included.
- Publicity for the Cabinet walkabout, considered poor/ resulting in a low level of resident engagement, and reflective of a historic problem of poor community consultation.
- Explanation for the absence of East Thames Housing Association (a lead partner in the Ocean Estate regeneration initiative) and the Lead Member Culture and Creative Industries, felt to be a missed opportunity for local residents to hold to account those responsible for delivery of homes and youth provision.
- Bengal House: In context of the history of its development/ refurbishment and resulting attributes, could it or elements of it be retained.
- Explanation for recent allocation of significant Section 106 funding for the Rich Mix Centre rather than Bancroft Road Library. Consideration

that this was a waste of resources and did not accord with wishes of the community.

- Implications for Tower Hamlets of Connaught [contractor for Council] entering administration due to financial difficulties.
- Whitechapel Station – urgent need for improved accessibility/ DDA compliance in context of opening of new London Hospital.
- Clarification/ assurance in relation to a perception that a large number of licences for sale of alcohol were being issued by the Council, in the context of high level of alcohol related problems in Tower Hamlets.
- Clarification/ assurance on action taken by the Council to provide sufficient family sized social housing to meet community needs.

Walkabout Learning Session (August) Matter Arising

Mr Whalley, Service Head Planning and Building Control, D&R, in response to a request from the Chair for an update regarding the derelict properties at bottom of Vallance Road raised in the “walkabout learning” session at August Cabinet, informed Cabinet of the outcome of his enquiries as follows:

- The buildings at 3-11 Vallance Road, situated in the Whitechapel Market Conservation Area, were council owned properties, had been empty and derelict for approximately 20 years and were currently subject to a dangerous buildings notice.
- The buildings/ site had been safeguarded [Highways Safeguarding designation] during this period for a road widening scheme to improve pedestrian safety. The scheme had not been progressed due to funding constraints and there had also been uncertainty over whether site would be required for Crossrail Works, a requirement that did not materialise.
- Since the matter had been raised at August Cabinet, he had investigated the background, and Officers from Development and Renewal Directorate and Communities, Localities and Culture Directorate would be reviewing the positives and negatives of options for the site in more detail, to identify a preferred option for the site. These included pursuing the highways scheme, refurbishment of the existing properties, and demolition/ redevelopment. The outcome would be reported to Members in due course.

The Chair thanked Mr Whalley for the work undertaken in response to the matter raised in the Cabinet “walkabout learning” session prior to August Cabinet. He commented that it was important that the condition of the buildings was addressed speedily, and requested that the Cabinet was kept informed of progress going forward.

1. APOLOGIES FOR ABSENCE

Apologies for absence were received on behalf of:

- Councillor H. Abbas, Leader of the Council.

- Councillor S. Islam, Lead Member Regeneration and Employment.
- Councillor D. Jones, Lead Member Culture and Creative Industries.
- Councillor S. Khatun, Lead Member Children's Services.
- Ms I Cattermole, Acting Corporate Director Children, Schools and Families for whom Ms A. Canning, Service Head Learning and Achievement, Children, Schools and Families, was deputising.
- Ms I. Freeman, Assistant Chief Executive (Legal Services) for whom Mr D. Galpin, Head of Legal Services (Community), Chief Executive's, was deputising.
- Ms H. Taylor, Corporate Director Adults Health and Wellbeing for whom Ms K. Marks, Acting Service Head Disabilities and Health, Adults Health and Wellbeing, was deputising.

Noted.

2. DECLARATIONS OF INTEREST

No declarations of interest were made.

3. UNRESTRICTED MINUTES

Councillor Edgar, Lead Member Resources, proposed for the consideration of members of the Cabinet, that the minutes be amended to correct the following points:-

- Page 28 - Agenda item 10.2 "Budget 2011/12 – 2013/14 – Resource Allocation and Budget Review" third bullet contained in introduction of motion by the Lead Member Resources: deletion of text "thought to be in the range of 57 million and million over the next three years" and insertion of "estimated to be £70 million over the next three years".
- Page 29 - Agenda item 10.2 "Budget 2011/12 – 2013/14 – Resource Allocation and Budget Review" fifth bullet contained in introduction of motion by the Lead Member Resources: deletion of word "extrospective" and insertion of words "outward looking".

The Chair **Moved** (taking account of the proposed amendments from Councillor Edgar); and it was: -

Resolved

That, subject to the amendments set out below, the unrestricted minutes of the ordinary meeting of the Cabinet held on 4th August 2010 be approved and signed by the Chair, as a correct record of the proceedings.

- Page 28 - Agenda item 10.2 "Budget 2011/12 – 2013/14 – Resource Allocation and Budget Review" third bullet contained in introduction of motion by the Lead Member Resources: deletion of text "thought to be in the range of 57 million and million over the next three years" and insertion of "estimated to be £70 million over the next three years".
- Page 29 - Agenda item 10.2 "Budget 2011/12 – 2013/14 – Resource Allocation and Budget Review" fifth bullet contained in introduction of

motion by the Lead Member Resources: deletion of word "extrospective" and insertion of words "outward looking".

4. DEPUTATIONS & PETITIONS

The clerk advised that the Assistant Chief Executive had received no requests for deputations or petitions in respect of the business contained in the agenda.

5. OVERVIEW & SCRUTINY COMMITTEE

5.1 Chair's advice of Key Issues or Questions in relation to Unrestricted Business to be considered

The Chair informed members of the Cabinet that Councillor Jackson, Chair of the Overview and Scrutiny Committee, had **Tabled** a sheet of questions/ comments arising from the deliberations of the Overview and Scrutiny Committee, held on 7th September 2010, in respect of the unrestricted business contained in the agenda for consideration, a copy of which would be interleaved with the minutes.

Councillor Jackson, Chair of the Overview and Scrutiny Committee, addressed members of the Cabinet:

- *Budget and Policy Framework matters*
Orally reporting and expanding as appropriate upon the comments/ advice of the Overview and Scrutiny Committee regarding Agenda item 6.1 "LDF Core Strategy: Adoption of the plan" as follows:
 - The Final Core Strategy had been welcomed, with a number of points raised for Cabinet consideration when deliberating the adoption of this plan and considering the development of subsequent development plans.
 - The LDF should be a more accessible document in terms of content/ structure/ language. The Planning Section needed a more approachable persona.
 - Subsequent development plans should engage residents at a level they can easily understand, also making clear how to access consultation/ services, their stake and the constraints.
 - Work around north of the borough with the border of Hackney and Victoria park area how we encourage business to this part of the area
 - The identification of a waste site for the borough
 - Saturation of fast food outlets in the borough particularly near schools and following up last year's review on childhood obesity
 - Planning policy around open plan development in this borough recognising the need of the diverse communities in the borough who may not find that appropriate.

- *Overview and Scrutiny Work Programme*
Reporting the consideration and agreement of the Overview and Scrutiny Work Programme for 2010/11 and outlining the key elements thereof.
- *Key Issues or Questions (Pre Scrutiny)*
Informing members of the Cabinet that she had nothing to add to the questions/ comments raised by the Overview and Scrutiny Committee, as set out in the tabled paper regarding: -
 - Item 6.2 Adoption of Housing Investment Programme Capital Estimates - 2010/11
 - Item 6.3 Carbon Reduction Commitment (CRC) Energy Efficiency Scheme
 - Item 6.4 Renewal of Housing General Build Repair and Gas Servicing and Repair Contracts
 - Item 6.6 Poplar Baths - proposed procurement route
 - Item 7.1 Childcare Capital Projects
 - Item 7.2 Culloden Primary School - Proposed Expansion
 - Item 10.1 2009/10 Capital Outturn
 - Item 12.1 Exercise of Corporate Director Discretions
- *Reports of Scrutiny Working Groups*
Formally introduced the findings and recommendations of two Scrutiny Working Groups as follows:
 - **Private Rented Sector**
 - Led by former Councillor Alex Heslop who was keen to ensure better utilisation of the Private Rented Sector (PRS) to reduce housing problems in the borough.
 - Examined issues facing tenants of PRS including any gaps in support available to tenants. Those facing landlords including the growing number of private landlords. Another key aim was to examine whether the Council could provide management services for leaseholders who are subletting.
 - Outlined review methodology and participants giving evidence.
 - Key findings:
 - ❖ PRS used by a range of different communities in the borough including professionals, homeless, new migrants and university students.
 - ❖ There had been a huge increase in PRS due to high volumes of leaseholders sub-leasing their properties, increased from 10,000 in 1990 to 24,000 now. Consideration given to how to utilise this to reduce pressure on the housing waiting list.
 - ❖ The Council in partnership could do more help both landlords and local residents, despite the development of a Housing Strategy and Homelessness Strategy which had elements aimed at improving the provision of PRS housing.
 - ❖ Strategic steps would include undertaking a full PRS condition survey to provide an evidence base for the development of a housing strategy to support the PRS. Operational steps included the strengthening the role and profile of landlords and improving healthy and safety aspects of PRS.

- Welcomed the generally positive repose to the review set out in the action plan.

Youth Offenders – Supporting Vulnerable Young People

- Led by Councillor Denise Jones who was particularly interested to identify why offending took place and why young people often returned to youth offending units.
- Outlined review methodology which included visiting a Youth Offenders Institute, the local Youth Court and engaging with young people and their parents about how they could be better supported.
- Key findings:
3 strands focused on ways to re-engage young people with the education system, re-settlement of young offenders and supporting young people and their families.

The Chair thanked Councillor Jackson for presenting the contribution of the Overview and Scrutiny Committee, and then **Moved** and it was: -

Resolved

That the questions/ comments/ advice of the Overview and Scrutiny Committee be noted, and that these be given consideration during the Cabinet deliberation of the items of business to which the questions/ comments/ advice related.

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

The Clerk advised that no provisional decisions taken by the Cabinet, at its meeting held on 4th August 2010, had been referred back to Cabinet, by the Overview and Scrutiny Committee, for further consideration.

6. A GREAT PLACE TO LIVE

6.1 LDF Core Strategy: Adoption of the plan (CAB 029/101)

Councillor Francis, Lead Member Housing Heritage and Planning, at the request of the Chair, in introducing the report:

- Summarised the key points contained therein, highlighting in particular:
 - That the Core Strategy was the most important part of the Local Development Framework, setting out the framework for planning decisions in the borough for the next 15 years and beyond.
 - A great deal of hard work had been undertaken over the past few years during the extensive preparation process for the Core Strategy; and the Final Core Strategy, attached to the report, was the last of a series of iterations.

- In December 2009, after lengthy preparation the Core Strategy had been approved for submission to the Secretary of State for Communities and Local Government, by Council. It represented a valuable refresh of the borough's planning policy. However much work had been undertaken since then to refine and strengthen the strategy, including an examination of the soundness of the Core Strategy by an Planning Inspector appointed by the Secretary of State.
- The Inspector wanted the Core Strategy to have a specific spatial vision for Tower Hamlets. The Authority had endeavoured, through extensive consultation, to achieve this in the strategy document prior to its agreement by Council for submission to the Secretary of State. Much consultation had been undertaken subsequently with the planning inspector.
- The points raised by the Chair of the Overview and Scrutiny Committee earlier in the proceedings, specifically those regarding:
 - Improved consultation with/ engagement of local residents.
 - Making this and other planning documents more accessible in terms of content/ structure/ language.

were desirable, and would be accommodated as far as was possible, bearing in mind that the strategy was a both a planning document and a legal document to which the Planning Authority must have reference to.

However it should be noted that both concerns had been raised in the Evidence in Public phase of the inspection process, but the Inspector had not agreed that these had been legitimate.
- The key aspect of the Inspector's report was whether she had found the Core Strategy to be sound or not; and she had found it to be sound. Councillor Francis quoted the Inspector as stating in her report that:
 - "I am satisfied that the Core Strategy meets the requirements of the Act and Regulations. My role is also to consider its soundness set out in Planning Policy Statement 12... The changes I have specified in this report are made only where there is a clear need to amend the document in the light of the legal requirements and/ or the criteria of soundness... None of these changes should materially alter the substance of the plan and its policies."
 - "I conclude that, with the amendments I recommend, the Tower Hamlets Core Strategy DPD satisfies the requirements of s20 (5) of the 2004 Act and meets the criteria of soundness in PPS12."
- That the small number of amendments to the Core Strategy were set out in the annexes to the Inspector's report attached at Appendix 2 to the Officer report.
- Concluded by commending the Final Core Strategy to the Cabinet for endorsement and onward recommendation to full Council.
- Addressed (see above), at the request of the Chair, the matters raised by the Overview and Scrutiny Committee, held on 7th September 2010,

in relation to the report; as contained in the oral comments/ advice presented by the Chair of the Overview and Scrutiny Committee earlier in the proceedings:

A discussion followed, during which the Final Core Strategy was welcomed, and which focused on the following points:-

- Noted that this was the latest in a series of iterations which had been reported to Cabinet.
- Noted that the amendments proposed by the Inspector were relatively minor.
- Clarification/ assurance was sought and given regarding changes to the Core Strategy proposed by the Authority during the Inspection Process, and the reason why these had not been addressed in the Strategy submitted to the Secretary of State.
- Consideration that further work was needed to ensure that the planning tools provided by the Core Strategy were fully utilised to effectively address the level of fast food outlets, selling food with high levels of saturated fat, and thereby mitigate the high levels of obesity in the borough. Consideration also, that in this context, officers should examine the experience and practice at other local authorities.

The Chair summarised that the receipt of applications for planning consent and associated decision making was one of the most contested areas of the Council's activities. The Core Strategy would set the future framework for this and had been the subject of comprehensive consideration by stakeholders including members of the Cabinet and Council. The scope of the Core Strategy was extensive, and it was therefore unlikely that everyone would be content with 100 per cent of it. The Strategy had been strong when submitted to the Secretary of State and the Inspection Process had further strengthened it. It had now been independently assessed to be a strong sound framework to take forward development in Tower Hamlets to the benefit of its residents. Accordingly the Chair **Moved** for the consideration of members of the Cabinet, that:

- In relation to recommendation 2.1 contained in the report, "the Final Core Strategy in Appendix 1 be noted and endorsed and that the Inspectors report and three Annexes as included in Appendix 2, be noted.
- That recommendation 2.2 as set out in the report be agreed.

and it was:-

Resolved

1. That the Final Core Strategy contained in Appendix 1 to the report (CAB 029/101) be noted and endorsed also noting the Inspectors report and three Annexes as included in Appendix 2 to the report; and
2. That full Council be recommended to adopt the Local Development Framework Core Strategy (including the Inspectors required amendments) to be a part of the borough's Development Plan.

6.2 Adoption of Housing Investment Programme Capital Estimates - 2010/11 (CAB 030/101)

Councillor Francis, Lead Member Housing Heritage and Planning, at the request of the Chair, in introducing the report summarised the key points contained therein, highlighting in particular:

- The Housing Investment Programme (HIP) had been very successful in 2009/10, and a great deal of work was underway on schemes within this capital programme, which had been previously agreed by Cabinet.
- The 2010/11 HIP had been submitted to and agreed by Cabinet early (March 2010), to minimise delay in starting work on agreed schemes at the start of that financial year, and it had been intended that an updated programme would be submitted to Cabinet in Summer 2010. This report, and to some extent schemes within the HIP, had been delayed due to the uncertainty around the level of resources available to Tower Hamlets, as a consequence of cuts in public expenditure imposed from the Coalition Government. There was now more certainty around the resources available for the HIP in 2011/12 and the associated impact on 2010/11.
- Remaining Council owned housing stock required a huge level of investment to achieve the Decent Homes standard for example carrying out works to install new kitchens and bathrooms. The Council had submitted a resource bid to Government for £120 million, to which the previous Labour Government had given a commitment, but the Coalition Government position was very uncertain. Other works to communal areas: new lifts, door entry systems, new windows and roofs, had been planned in an ambitious programme for 2010/11. The Council still hoped to bring forward priority schemes which could be undertaken without compromising its financial position and the report proposed that £2 million be allocated for the extension of the Decent Homes Pilot scheme for this purpose. Decent Homes work would be rolled out on estates from 2011 onwards where resources were available, but it was clear that the mainstream programme would not commence in April 2011.

Mr Holme, Service Head Resources, Development and Renewal subsequently addressed the matters raised by the Overview and Scrutiny Committee, held on 7th September 2010, in relation to the report; as set out in the tabled sheet of questions and comments presented by the Chair of the Overview and Scrutiny Committee earlier in the proceedings.

A discussion followed, during which the proposals in the report were broadly welcomed, and which focused on the following points:-

- Clarification/ assurance was sought and given in relation to schemes in Bow West Ward, in particular the Malmesbury Estate, which had been in the 2010/11 HIP Programme but were not in the prioritised programme; and the process for informing residents that the schemes would be brought forward as funding became available. Following Cabinet agreement of the proposals in the report and the outcome of the Coalition Government Comprehensive Spending Review in October

2010 residents would be informed of the position regarding relevant schemes. Should resources be available the schemes would be prioritised, as there was no intention to renege on commitments.

- Welcomed the proposals relating to properties in Ropery Street detailed in the report, commenting that the derelict properties were an eyesore/ nuisance which had ruined quality of life for residents in the vicinity; and consequently had generated detailed Member correspondence with the Lead Member Housing Heritage and Planning. Residents hopes had been dashed previously because the timescale for addressing the issue had not been achieved. Clarification/ assurance was therefore sought regarding the timeline for delivery of the proposed scheme for Ropery Street. Councillor Francis responded that he was aware of the distress to local residents arising from the derelict properties, and it was right for Members to seek assurances on their behalf. He had strongly advocated the scheme because of this distress and would like it progressed expeditiously as it would generate resources that were to be utilised for another scheme in Alie Street. He undertook to respond to Councillor Saunders in writing with regard to the exact timeline.

The Chair **Moved** the recommendations as set out in the report; and it was: -

Resolved

1. That the contractually committed schemes that have been let and have commitments in 2010-11 and 2011-12, as set out in paragraph 7.2 of the report (CAB 030/101) and Appendix A to the report, be noted;
2. That the capital estimates for those schemes set out in Appendix B to the report (CAB 030/101) be adopted and authority delegated to the Corporate Director, Development and Renewal, after consultation with the Lead Member – Housing, Heritage and Planning, to progress, subject to clarification on the funding for 2011-12 and resources being made available, as set out in paragraphs 7.4 and 7.5 to the report;
3. That a capital estimate of £500,000 be adopted within the 2010 -11 capital programme to establish a contingency provision for urgent works, as set out in paragraph 7.6 of the report (CAB 030/101);
4. That capital estimates of up to £2,000,000, as outlined in Appendix D of the report (CAB 030/101) be adopted, to allow the commencement of the Decent Homes programme to be funded under the Accelerated Delivery of Key Priorities as agreed by Cabinet on 4 November 2009, as set out in paragraph 8.1 of the report;
5. That a capital estimate of £100,000 to incorporate additional Aids and Adaptations funding into the Housing Investment Programme be adopted, noting that these resources were also approved under the Accelerated Delivery of Key Priorities as agreed by Cabinet on 4 November 2009, as set out in paragraph 8.2 of the report (CAB 030/101); and

6. That the capital receipt of £800,000 from the sale of 9 ex-short life properties to Network Housing Association be used to part fund the Network scheme at 14-20 Alie Street, as outlined in Section 9 of the report (CAB 030/101).

6.3 Carbon Reduction Commitment (CRC) Energy Efficiency Scheme (CAB 031/101)

The Chair informed members of the Cabinet that the report had been withdrawn upon the advice of Mr Dalvi, Corporate Director Development and Renewal.

6.4 Renewal of Housing General Build Repair and Gas Servicing and Repair Contracts (CAB 032/101)

Ms Odunoye, Service Head Strategy, Regeneration and Sustainability Development and Renewal, at the request of the Chair, in introducing the report:

- Summarised the key points contained therein, highlighting in particular:
 - The current repair contract (voids, reactive repairs, minor planned works) and the gas servicing and repair contract were let for 5 years in April 2005 with an option to extend for 2 years. They were both extended for 1 year to end of March 2011, so new contracts would be required in April 2011.
 - This procurement represented approximately 80 per cent by value of the Council's expenditure on repairs and maintenance for housing stock.
 - Tower Hamlets Homes had been responsible for the delivery of the repairs since July 2008; and in conjunction with a resident group had reviewed the contracts, with a view to improving service delivery for tenants and residents. Telephone surveys and call centre data had also been examined. Feedback from statutory consultation with leaseholders [December 2009] was also reflected in the proposals.
 - Term Partnering contracts were proposed. A modern form of contract, taking account of both the client/ contractor relationship and stakeholders such as residents, allowing a more collaborative/ flexible approach focused on outcomes: problem solving and continuous improvement.
 - The new contracts were customer focused with; emphasis on neighbourhood delivery of services. Senior managers on the contractor side were required to work with both THH Officers, TRAs and other residents and were consequently located in the 3 Area Housing Offices.
 - Access to the service was primarily via the Call Centre and no change was proposed to the call receipt/ diagnostic process. However there was scope for improved call management: co-location of contractor staff in the call centre improved diagnostic accuracy, chase up calls could also be reduced through contractor ownership.

- Planned repairs would be optimised within the new service for example gas servicing. THH would also plan for reactive repairs, with sufficient staff employed to meet probable demand with down time used for preventative maintenance for example gas servicing alongside call out or gutter clearance.
- Completion of repairs on time and within budget would also be part of the focus on outcomes.
- Following expressions of interest 8 contractors had been shortlisted to tender for the two contracts.
- Addressed the matters raised by the Overview and Scrutiny Committee, held on 7th September 2010, in relation to the report; as set out in the tabled sheet of questions and comments presented by the Chair of the Overview and Scrutiny Committee earlier in the proceedings:

A discussion followed, during which the proposals in the report were broadly welcomed, and which focused on the following points:-

- Welcomed the objective of improving the level of service received by tenants and the quality of repairs undertaken. However, clarification/ assurance was sought and given, in referring to Section 6 of the report, as to whether the proposed new format of contract had been used by other local authorities to improve their service, to what extent this had proven successful, and were officers confident that the improved outcomes/ relationships detailed could be delivered.
- Clarification/ assurance was sought and given, in the context of the reported likelihood of the Connaught entering administration, as to the financial procedures for checking/ ensuring the financial stability of contractors working for the Authority.

The Chair **Moved** the recommendations as set out in the report; and it was: -

Resolved

1. That it be agreed that the contracts for General Build Housing Repair and Gas Servicing and Repair proceed to Award stage; and
2. That the Corporate Director of Development and Renewal be authorised to award the contract or contracts, and after consultation with the Assistant Chief Executive (Legal Services) to execute all necessary contract documents.

6.5 The Private Rented Sector: Report of the Scrutiny Working Group (CAB 033/101)

Councillor Francis, Lead Member Housing Heritage and Planning, in introducing the report:

- Formally thanked Councillor Heslop for his leading contribution to the scrutiny review, welcomed the work undertaken by the Scrutiny Team and the very positive proposals arising from the review. The positive

nature of the recommendations was reflected in the embracing response of the Development and Renewal Directorate.

- Commented that there were properties on housing estates which had been bought under “Right To Buy” legislation which were now badly managed by poorly regulated Private Sector landlords or managing agents. The recommendations of the scrutiny review working group went a long way to identifying how more decisive action could be taken to deal with this problem. The Council, and he as Lead Member, were intending to take this work forward, and specifically the aspect relating to properties with multiple occupancy, which had been highlighted by cases in Wapping and Whitechapel Wards.
- Commented also that the Private Rented Sector was not all bad, with some landlords taking their responsibilities seriously and endeavouring not to charge excessive rents.

A discussion followed, during which the proposals in the report were broadly welcomed, and which focused on the following points:-

- The Chair, in referring to Appendix 2 “Response to Scrutiny Review Working Group Report on Private Rented Sector” - Recommendation 4, commented that it was recommended that the Communities Localities and Culture Directorate developed a partnership strategy with the NHS Tower Hamlets, London Fire Brigade and Voluntary Sector to tackle poor housing/ health conditions in the borough; including a mechanism for referral of cases by the Council to these partners for a range of support services to improve quality of life. In this context, consideration that it was important for these partners to be able to refer matters to the Council, for example where properties were in poor condition, and that the mechanism for referral between the Council and its partners be reciprocal. The Chair therefore proposed for the consideration of members of the Cabinet that the recommendations set out in the report be amended accordingly.
- The Chair, in referring to Appendix 2 “Response to Scrutiny Review Working Group Report on Private Rented Sector” - Recommendation 8, commented that the development of a “landlord of the year” annual awards ceremony was recommended but considered that in the current climate of financial austerity it would be more appropriate for the Council’s existing award ceremonies to be developed to encompass a “landlord of the year” element. The Chair therefore proposed for the consideration of members of the Cabinet that the recommendations set out in the report be amended accordingly.
- Shelter, the housing and homeless charity, was formally congratulated and thanked for its effective campaign regarding rogue landlords. In this context, clarification/ assurance was sought and given regarding the Council’s enforcement policy, number of prosecutions and associated publicity, in respect of rogue landlords (health and safety and overcrowding matters particularly). Officers were subsequently requested to re- examine whether the Authority was doing all it could in respect of the prosecution of rogue landlords. The Chair also summarised that positive points had been made during the discussion regarding publicising services available to local residents for the reporting of rogue landlords, and using East End Life for this. He

considered it would therefore be appropriate to revise Appendix 2 “Response to Scrutiny Review Working Group Report on Private Rented Sector” – Recommendation 7 to reflect this suggestion within the recommended communications strategy. The Chair therefore proposed for the consideration of members of the Cabinet that the recommendations set out in the report be amended accordingly.

- Commented that the former Government Minister had been due to take forward legislation that would have robustly equipped local authorities to take action against rogue landlords, but this would not reach the statute book under the Coalition Government. Commented also that the Scrutiny Review had heard evidence from staff at Queen Mary University, which operated an effective scheme of managing the landlords of its students, and requested that officers examine this scheme and its operation with a view to learning/ implementing good practice.

The Chair **Moved** for the consideration of members of the Cabinet, that:

- In relation to recommendation 2.1 contained in the report, that the report of the Scrutiny Working Group on the Private Rented Sector, as set out in Appendix 1 to the report be noted.
- Taking account of the amendments he had proposed during the deliberation of this item, that recommendation 2.2 as set out in the report be agreed.

and it was:-

Resolved

1. That the report of the Scrutiny Working Group on the Private Rented Sector, as set out in Appendix 1 to the report (CAB 033/101), be noted; and
2. That, subject to (a) to (c) below, the response to the recommendations from the Working Group as set out in Appendix 2 to the report (CAB 033/101) be agreed, noting that continuing consideration was to be given to the emerging policy changes and public sector funding decisions of the new coalition government that have been made since the agreement of these recommendations by the Overview and Scrutiny Committee in April 2010.
 - (a) Response to Recommendation 4 – revision to include a reciprocal mechanism for referral between the Council and its partners.
 - (b) Response to Recommendation 7 – revision to include use of East End Life to publicise services available to local residents for the reporting of rogue landlords.
 - (c) Response to Recommendation 8 – revision to indicate that the Council’s existing award ceremonies would be developed to encompass a “landlord of the year” element.

6.6 Poplar Baths - proposed procurement route (CAB 034/101)

Mr Algar, Service Head Asset Management, Development and Renewal, at the request of the Chair, in introducing the report:

- Summarised the key points contained therein, highlighting in particular:
 - That the technical contents could be summarised as: informing Cabinet that officers had reviewed the options for delivery of new leisure facilities on the Poplar Baths site and proposed an alternative procurement route, which would significantly reduce up front revenue costs but also give developers/ contractors more scope to innovate in both design and generation of value through enabling development, without impacting on overall timescale for delivery.
 - A bid for funding the up front costs of the initial work to manage the procurement process would be considered at by an officer group in September. The Council would be unable to go beyond an early stage of the procurement process without committed capital funding being in place, and the allocation of this would be part of the budget setting process for 2011/12. A progress report would be presented to Cabinet in Spring 2011.
- Addressed the matters raised by the Overview and Scrutiny Committee, held on 7th September 2010, in relation to the report; as set out in the tabled sheet of questions and comments presented by the Chair of the Overview and Scrutiny Committee earlier in the proceedings:

The Chair in **Moving** the recommendations as set out in the report commented that:

- The Labour Administration had stated repeatedly that it was keen to bring the scheme to fruition, and for residents to once again swim in Poplar Baths, however there were difficulties in doing so, particularly due to the capital funding requirements.
- The proposals contained in the report were a sensible way to reduce Council costs in working up the scheme, whilst benefitting from the expertise of professional developers in the design work for the development.

And it was:-

Resolved

1. That the proposed procurement route be agreed, and the Corporate Director Development and Renewal be authorised to commence the process of inviting developers/contractors to express an interest in the scheme by completing a pre qualification questionnaire;
2. That the capital funding requirement and the fact that the procurement process cannot proceed to shortlist phase without funding being in place be noted; and
3. That the Corporate Director, Development and Renewal be instructed to explore the scope for the capital receipt from any enabling

development on Housing Revenue Account land being used to support this scheme.

6.7 Building Control Charges (CAB 035/101)

Mr Whalley, Service Head Planning and Building Control, Development and Renewal, at the request of the Chair, in introducing the report summarised the key points contained therein, highlighting in particular:

- That new regulations [Building (Local Authority charges) Regulations 2010] required the Council to prepare and publish a set of standard charges relating to their performance of building control functions.
- The scheme should aim to recover all costs associated with performance of this function.
- It was proposed that a delegation of authority be made to the Corporate Director Development and Renewal to approve the standard charges tables which would be based on the London District Surveyors Association Model Charging Scheme 2010.

The Chair commented that essentially the report made a reasonable proposal of charging for services at cost/ an effective trading account; and subsequently **Moved** the recommendations as set out in the report; and it was:-

Resolved

1. That London Borough of Tower Hamlets Building Regulations Charging Scheme No1 2010 attached at Appendix A to the report (CAB 035/101) be agreed; and
2. That the Corporate Director Development and Renewal be authorised to approve standard charges tables in the proposed charges scheme and to amend, revoke or replace any future London Borough of Tower Hamlets Building Regulations Charging Scheme made under the Building (Local Authority Charges) Regulations 2010.

7. A PROSPEROUS COMMUNITY

7.1 Childcare Capital Projects (CAB 036/101)

Ms Canning, Service Head Learning and Achievement, Children Schools and Families, advised members of the Cabinet that:

- The report recommended the award of grant funding, comprising the final two major allocations of capital funding to be made from the third year of the Early Years Service Capital Funding (Childcare Quality and Access) programme; and Ms Canning very briefly outlined the rationale for the proposals.
- However at the point when the report had been written/ published officers had been aware that the Coalition Government (Department for

Education (DfE)) was reviewing all capital allocations through the Sure Start Early Years and Childcare Grant, in terms of projects that were committed/ not committed [uncommitted projects being those where a contract to undertake works had not been signed]. Although the two projects were considered to be uncommitted, officers had lodged an appeal with the DfE hoping that the associated grant funding would not be cut. The recommendation to Cabinet to approve grant funding for the two project had been subject to the outcome of the review and appeal, and this was set out in the report.

- The outcome of the Coalition Government capital funding review and associated appeal by the Council to save the two projects was now known, and Government had not agreed to fund the two projects. The report and recommendations contained therein must therefore be withdrawn.

A discussion followed, which focused on the following points:-

- Expression of great sadness and disappointment that schemes to provide childcare for approximately 150 children in Tower Hamlets could not be taken forward because of cuts in capital expenditure by the Coalition Government. Also requested that officers continue to explore options to provide improved childcare for these children and others in Tower Hamlets.
- Clarification sought and given as to the future status of other schemes listed as contractually uncommitted in Appendix 1 to the report. Noted that Government had withdrawn capital funding from all schemes where expenditure was uncommitted, however officers were examining options to take these schemes forward where the funding required to do so was relatively minor.
- Councillor Eaton, speaking with the consent of the Cabinet, in referring to the “One Tower Hamlets Considerations” section contained in the report which stated that take up of childcare by BME communities was less than that of other communities, commented that this should not be regarded negatively and was indeed a strength of those communities, which benefitted from the bonus of extended family links.

The Chair summarised that members of the Cabinet had noted that the report had been withdrawn upon the advice of Ms Canning, Service Head Learning and Achievement, who was deputising for the Acting Corporate Director Children Schools and Families.

7.2 Culloden Primary School - Proposed Expansion (CAB 037/101)

Ms Canning, Service Head Learning and Achievement, Children Schools and Families, at the request of the Chair, in introducing the report:

- Summarised the key points contained therein, highlighting in particular:
 - There was a growing need for primary school places in the borough, particularly in central and eastern areas, and the Authority had a duty to ensure that there were sufficient school places available to meet the needs of the local population.
 - The Council had implemented a number of school expansion projects, and the Children Schools and Families Directorate

continued to examine and develop further schemes to expand existing primary schools, as this was the most cost effective way of providing additional places.

- Culloden Primary School had been identified as having potential for expansion and had successful, high quality leadership. The governing body had responded positively to the proposed scheme in recognising the benefits that the increased size would offer the school: improved facilities, enhanced budget and staffing levels allowing great curriculum flexibility and range of offer.
- In anticipation of the delay in implementing such projects planning needed to proceed at this point in order to ensure delivery of a sufficient supply of school places, and it was intended that the project be on site prior to formal capital funding allocations from the Department for Education. There was thought to be capital funding for the scheme at the current time.
- Addressed the matters raised by the Overview and Scrutiny Committee, held on 7th September 2010, in relation to the report; as set out in the tabled sheet of questions and comments presented by the Chair of the Overview and Scrutiny Committee earlier in the proceedings:

A brief discussion followed, which focused on the following points:-

- Clarification sought and given as to the support of the governing body of the school for the expansion scheme.
- Clarification sought and given as to the scale of support of parents and staff for the expansion of the school and the nature of consultation with stakeholders.

The Chair commented that the growing need for additional school places, and the challenges that presented for the Council, had been comprehensively discussed by the Cabinet in August, and it had agreed a strategy which would provide for this need and endeavour to do so with locally. The Chair subsequently **Moved** the recommendations as set out in the report; and it was:-

Resolved

That statutory proposals be published for the enlargement of Culloden Primary School to admit 90 pupils in each year from September 2012.

7.3 Thomas Buxton Infant and Junior Schools - Proposed Amalgamation (CAB 038/101)

Ms Canning, Service Head Learning and Achievement, Children Schools and Families, at the request of the Chair, in introducing the report summarised the key points contained therein, highlighting in particular:

- By agreement with the governing bodies, an appointment of one Head Teacher of both schools from January 2010 had been made.

- The governing bodies were supportive of the proposals for amalgamation.
- The benefits of amalgamation included: more effective use of resources, improved opportunities for recruitment of good quality staff and retention of these. Continuity of curriculum and no need for transition arrangements for pupils at age of 7. Continuity of governing body.
- The initial consultation with stakeholders had been thoughtful and the outcomes positive.
- For amalgamation to progress the statutory framework required proposals for this to be published.

A brief discussion followed, which focused on the following point:-

- Clarification sought and given as to the nature of the new governing body arrangements. One had reduced in size and they were effectively operating as a single interim governing body now, and should the statutory proposals be agreed it was hoped the new governing body would be in place by Easter 2011.

The Chair commented that continuity in schooling was acknowledged as of crucial importance to young people, who had been found to be at most risk during times of transition. The Chair subsequently **Moved** the recommendations as set out in the report; and it was:-

Resolved

That statutory proposals be published both for the closure of Thomas Buxton Junior School from 31 March 2011 and the change of age range of Thomas Buxton Infant School from 1 April 2011, in order that the amalgamation of the existing Thomas Buxton Infant and Junior Schools be implemented.

8. A SAFE AND SUPPORTIVE COMMUNITY

8.1 Youth Offenders: Supporting Vulnerable Young People. Report of the Scrutiny Working Group (CAB 039/101)

The Chair:

- In **Moving** for the consideration of members of the Cabinet that:
 - In relation to recommendation 2.1 contained in the report, that the report of the Scrutiny Working Group on Youth Offenders: Supporting Vulnerable Young People, as set out in Appendix A to the report, be noted.
 - Recommendation 2.2, as set out in the report be agreed.
- Commented, with reference to Appendix B "Response to Scrutiny Review Working Group Review on Youth Offenders – Supporting Vulnerable Young People" - Recommendation 6, [Support for Foyer Federation proposal to create a Young Offenders Academy in East London] that the response was completely appropriate and gave an

assurance that the Cabinet and Deputy Leader of the Council would be taking this forward.

- Summarised by formally thanking Councillor Jones, Lead Member Culture and Creative Industries and former Scrutiny Lead Safe and Supportive, for her leading contribution to the scrutiny review. It was acknowledged to have extensively engaged young people and the outcome to be valuable in taking this area of activity forward.

And it was: -

Resolved

1. That the report of the Scrutiny Working Group on Youth Offending, as set out in Appendix A to the report (CAB 039/101), be noted; and
2. That the response to the recommendations from the Working Group, as set out in Appendix B to the report (CAB 039/101) be agreed, noting that continuing consideration is to be given to the emerging policy changes and public sector funding decisions of the new Coalition Government that have been made since the agreement of these recommendations by the Overview and Scrutiny Committee in April 2010.

9. A HEALTHY COMMUNITY

The Clerk advised that there were no business to be considered under this section of the agenda.

10. ONE TOWER HAMLETS

10.1 2009/10 Capital Outturn (CAB 040/101)

Mr Naylor, Corporate Director Resources, at the request of the Chair, in introducing the report:

- Briefly summarised the key points contained therein.
- Addressed the matters raised by the Overview and Scrutiny Committee, held on 7th September 2010, in relation to the report; as set out in the tabled sheet of questions and comments presented by the Chair of the Overview and Scrutiny Committee earlier in the proceedings:

A discussion followed which focused on the following points:-

- Councillor Edgar, Lead Member Resources, considered that the scale of the reported total underspend in relation to capital expenditure in 2009/10 was of significant concern. He stated that he would be seeking a more detailed explanation/ robust assurance for the underspends, than those set out in the variance analysis appended to the report, from the Corporate Director Resources. In this context the Corporate Director Resources was requested to discuss/ examine the underspends with Chief Officer colleagues. Councillor Edgar added

that capital underspend was of particular concern in the current environment of fiscal constraint, as if available funding was not used it could be lost, and in this context he would be monitoring rates of spend to ensure they were at an appropriate level.

- The Chair, commented that whilst underspend on a revenue budget was oftentimes positive, that was not the case with capital as slippage normally meant delivery of outcomes was not achieved. He recalled that the Cabinet had previously considered it appropriate, when capital programmes had been reported to have underspent, that funding be clawed back, or projects be reviewed to ascertain whether they continued to meet the Administration's priorities. He therefore requested that the Corporate Director Resources review the programme in the context of clawback rules previously determined by Cabinet. Mr Naylor, Corporate Director Resources, responded that any project that had underspent over more than one financial year would be reported back for Cabinet consideration.

The Chair **Moved** the recommendations as set out in the report; and it was: -

Resolved

1. That the contents of the report (CAB 040/101) be noted; and
2. That approvals of £4.083 million in the Local Priorities Programme, as detailed in Appendix 2 to the report (CAB 040/101), be carried forward into 2010/11.

10.2 Enforcement Policy and RIPA (CAB 041/101)

Special Circumstances and Reasons for Urgency

The Chair informed members of the Cabinet that the special circumstances and reasons for urgency associated with the proposals were detailed on the front page of the report. The Cabinet subsequently agreed the special circumstances and reasons for urgency, as set out on the front page of the report, and also set out below:

“There is a need to implement this new enforcement policy with the revised RIPA [Regulation of Investigatory Powers Act 2000] policy by September [2010] in order that the changes and Member oversight required by the new code of conduct referred to in the report [paragraph 5.12] can be implemented prior to the next inspection in December 2010.

Mr Galpin, Head of Legal Services (Community), at the request of the Chair, in introducing the report summarised the key points contained therein, highlighting in particular:

- That the Authority undertook a variety of enforcement functions ancillary to the broad range of regulatory functions it actively exercised. The report provided a window onto this activity and proposed a

framework policy which would guide officers in exercising these functions and provide Member oversight of the exercise of these functions.

- The Enforcement Policy would provide broad sound principles for enforcement, and these were set out at paragraph 3.1 of the report. It would also provide guidance to officers when selecting from the enforcement options available to the Authority in individual cases.
- The oversight of enforcement action was considered to sit appropriately with the ethical governance remit of the Standards Committee, which had a majority of independent members, and it was therefore proposed that its Terms of Reference be amended to include this. It would then be responsible for responding to recommendations from officers in respect of the commissioning of surveillance.

A discussion followed, during which the proposals in the report were broadly welcomed, and which focused on the following points:-

- Councillor Eaton, speaking with the consent of the Cabinet:
 - Welcomed the report, commenting that there was an absolute need for transparency in relation to the exercise of such sweeping powers.
 - Considered that the Council's partnership with the Crown Prosecution Service (CPS) needed reconfiguration to ensure it took forward the best interests of residents in Tower Hamlets, given a recent poor report for the CPS.
 - Commented that there was no mention in the report of training for members of the Standards Committee in respect of the Authority's Enforcement Policy, and specifically aspects relating to the Regulation of Investigatory Powers Act 2000 (RIPA) dealing with surveillance, and this needed to be arranged.
 - Relayed her understanding that payments were often made to Covert Human Intelligence Sources (CHISs), who placed themselves at risk in surveillance. The report was silent on this matter and this therefore required examination and inclusion in subsequent versions of the Enforcement Policy.
- The Chair, concurred with Councillor Eaton and accordingly:
 - Requested that officers examine the issue of payments to CHISs.
 - Proposed an additional recommendation, to those set out in the report, for the consideration of members of the Cabinet that:
"Members Development Programme be modified to include training for members of the Standards Committee in respect of the Authority's Enforcement Policy and specifically aspects relating to the Regulation of Investigatory Powers Act 2000 (RIPA) dealing with surveillance."
- Councillor Jackson, Chair of the Overview and Scrutiny Committee (OSC), speaking with the consent of the Cabinet, relayed a point made the previous evening at the OSC, that the Council needed to ensure that Registered Social Landlords and Tower Hamlets Homes (Council's Arms Length Management Organisation) follow the correct processes in respect of enforcement and surveillance. It was also important to provide clarity for residents as to who was carrying out surveillance.

- Commented that many of the issues set out in the report, which could result in enforcement action and related surveillance were those which local residents wanted to be tackled such as anti-social behaviour, Fly tipping, graffiti, underage sales of knives, tobacco and alcohol. However clarification/ assurance was sought and given that the framework would wrap around current principles/ existing activities of the Council and the extent to which it was more or less restrictive; and also as to the extent to which these powers were used currently.
- Consideration that the code of practice referred to vulnerable elements of the community, such as those with learning difficulties and it was vitally important to take account of this with reference to enforcement.
- Commented that the Standards Committee would need to consider what comprised “effective oversight” of enforcement action, how it would ensure it was effectively informed about this role and how it would achieve it.
- The Chair, in referring to the list of priorities for targeting enforcement action under the proposed Enforcement Policy set out in the report [Appendix 1 “LBTH Enforcement Policy”, Annex 1 “Policy on the use of Covert Surveillance Regulation of Investigatory Powers Act 2000”, Section 4 “Priorities”] considered it appropriate that the list be revised to include all licence breaches including for example the sale of alcohol to minors or selling outside licensed hours; and therefore proposed for the consideration of members of the Cabinet that the recommendations set out in the report be amended accordingly.

The Chair **Moved** (taking account of the amendments he had proposed during the deliberation of this item), that the recommendations as set out in the report be agreed; and it was:-

Resolved

1. That, subject to (a) below, the enforcement policy contained in Appendix 1 to the report (CAB 041/101), be approved:
 - (a) Annex 1 “Policy on the use of Covert Surveillance Regulation of Investigatory Powers Act 2000”, Section 4 “Priorities”, Paragraph 4.3 list of Council’s current priorities for the use of RIPA to be revised to include all licence breaches.
2. That Full Council be recommended to amend the Council’s Constitution so that the Terms of Reference of the Standards Committee includes oversight of enforcement action as part of its ethical governance function; and
3. That the Members Development Programme be modified to include training for members of the Standards Committee in respect of the Authority’s Enforcement Policy and specifically aspects relating to the Regulation of Investigatory Powers Act 2000 (RIPA) dealing with surveillance.

11. ANY OTHER UNRESTRICTED BUSINESS CONSIDERED TO BE URGENT

The Clerk advised that there were no business to be considered under this section of the agenda.

12. UNRESTRICTED REPORTS FOR INFORMATION

12.1 Exercise of Corporate Director Discretions (CAB 042/101)

Ms Canning, Service Head Learning and Achievement, Children Schools and Families, at the request of the Chair, addressed the matters raised by the Overview and Scrutiny Committee, held on 7th September 2010, in relation to the report; as set out in the tabled sheet of questions and comments presented by the Chair of the Overview and Scrutiny Committee earlier in the proceedings:

The Chair **Moved** the recommendation as set out in the report and it was: -

Resolved

That the exercise of Corporate Directors' discretions, as set out in Appendix 1 of the report (CAB 042/101), be noted.

13. EXCLUSION OF THE PRESS AND PUBLIC

The Chair **Moved** and it was: -

Resolved:

That pursuant to regulation 21(1)(b) of the Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2000, the press and public be excluded from the remainder of the meeting:

- (a) As it was likely, in view of the nature of the business to be transacted in Section Two of the agenda, that if members of the public were present during consideration of this business there would be disclosure of exempt information.
 - Exempt information is defined in section 100I and, by reference, Schedule 12A of the Local Government Act 1972 ("the 1972 Act"). To be exempt, information must fall within one of the categories listed in paragraphs 1 to 7 of Schedule 12A, must not fall within one of the excluded categories in paragraphs 8 and 9 and the public interest in maintaining the exemption must outweigh the public interest in disclosing the information.
 - Agenda item 14. "Exempt/ Confidential Minutes" (of the meeting of the Cabinet held on 7th April 2010) contained information
 - Relating to any individual.

- The financial or business affairs of any particular person (including the authority holding that information).
 - Any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.
- (b) As although there is a public interest favouring public access to local authority meetings, in this case the Cabinet concluded that given the information contained in:
- Agenda Item 14. "Exempt/ Confidential Minutes" (of the meeting of the Cabinet held on 7th April 2010) relating to
 - any individual.
 - The financial or business affairs of any particular person (including the authority holding that information).
 - Any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.
- that the public interest in maintaining the exemption on the information outweighed the public interest in disclosing it.

SUMMARY OF EXEMPT PROCEEDINGS

14. EXEMPT / CONFIDENTIAL MINUTES

Revised minutes of Cabinet meeting held on 7th April 2010 agreed.

15. OVERVIEW & SCRUTINY COMMITTEE

15.1 Chair's advice of Key Issues or Questions in relation to Exempt / Confidential Business to be considered.

Nil items.

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

Nil items.

16. A GREAT PLACE TO LIVE

Nil items.

17. A PROSPEROUS COMMUNITY

Nil items.

18. A SAFE AND SUPPORTIVE COMMUNITY

Nil items.

19. A HEALTHY COMMUNITY

Nil items.

20. ONE TOWER HAMLETS

Nil items.

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

Nil items.

22. EXEMPT / CONFIDENTIAL REPORTS FOR INFORMATION

Nil items.

The meeting ended at 7.20 p.m.

Chair, Councillor Helal Abbas
Cabinet

Agenda Item 6.1

Committee/Meeting: Cabinet	Date: 6 October 2010	Classification: Unrestricted	Report No:	Agenda Item No.
Report of: Corporate Director Development and Renewal Originating officer Mark Hutton -Team Manager Development Design and Conservation	Title: Conservation Strategy Wards Affected: All	Lead Member: Cllr Marc Francis - Housing, Heritage and Planning Strategic Priority: 'A Great Place to Live' Community Plan Theme: Building Strong and Prosperous Communities		

1. SUMMARY

- 1.1. This report presents Tower Hamlets' first Conservation Strategy reflecting the importance of the borough's heritage. The Strategy has been created to comply with guidance in the Government's newly published Planning Policy Statement 5 (PPS 5) to create such a Strategy, and the Council will be the first to implement a Strategy in London. The new Strategy can be found at Appendix 1 together with a summary of the extensive public consultation undertaken in order to evolve the Strategy at Appendix 2.
- 1.2. The Conservation Strategy seeks to describe and highlight the opportunities provided by Tower Hamlets heritage. It will help to achieve the Tower Hamlets Community Plan objective of "A Great Place to Live".
- 1.3. The development of this cross-cutting Strategy has taken place with a range of services across the Council and with partner agencies in the Tower Hamlets and beyond. It has been extensively consulted with the community.

2. DECISIONS REQUIRED

Cabinet is recommended to:-

- 2.1. Approve the Conservation Strategy set out in Appendix I and authorise the Director of Development and Renewal after discussion with the Leader of the Council and the Lead Member for Housing, Heritage and Planning to publish the Strategy making minor changes, further desktop publishing or work on the layout.
 - 2.2. Authorise the Director of Development and Renewal to produce and publish a Strategy Delivery Workplan after discussion with the Lead Member for Housing Heritage and Planning.
-

Local Government Act, 1972 Section 100D (As amended)
List of “Background Papers” used in the preparation of this report

Brief description of “background papers” Name and address where open to inspection:

Conservation Strategy Baseline Audit	Mark Hutton x5372
Key Issues papers	Anchorage House PO BOX 55739
Equality Impact Assessment	2 Clove Crescent
	London E14 2BE

3. REASONS FOR THE DECISIONS

- 3.1. Tower Hamlets has an irreplaceable heritage of historic buildings and places. The Strategy has been produced to achieve key goals to:
- 3.2. Guide the protection and maintenance of the Borough’s cultural heritage of buildings, townscapes, designed landscapes and archaeology.
- 3.3. Highlight how the built heritage can promote social inclusion, enhance local identity, and investigate how other benefits can be identified, illustrated and utilised.
- 3.4. Drive initiatives around the care, reuse and enhancement of historic buildings and places, particularly around seeking regeneration.
- 3.5. Help to spread benefits of heritage through participation of local resident groups, voluntary sector and other stakeholders.
- 3.6. Align the Council's care of the historic environment with the Government’s recently issued new Planning Policy Statement 5 (PPS5). One of the key recommendations in PPS5 is for the development of a positive pre-active strategy for the conservation and enjoyment of the historic environment, which this strategy fulfills.
- 3.7. Assist in delivering the Council’s Local Development Framework Core Strategy which is aligned with the priorities of the Community Plan 2020; the Conservation Strategy particularly supports the theme of ‘A Great Place to Live’. Key elements of the Strategy will support the LDF through Development Plan Documents and Supplementary Planning Documents including the Development Management DPD and Site and Place-Making DPD.

4. ALTERNATIVE OPTIONS

- 4.1. The Conservation Strategy aims to guide decision making for Tower Hamlets’ heritage. It sets out the long term vision for the heritage, and the Strategy Goals and Objectives to help deliver that vision. It provides

strategic guidance at Borough level. Other ways this could be achieved are by doing the minimum relying as a Council on existing statutory instruments and procedures, together with existing policy approaches and continuing approaches to English Heritage and other organisations for support as required. However, this would not allow the benefits of an overall strategy to give a joined up approach to the heritage to come forward, and in the long term would be less cost-effective and to the overall detriment of the historic environment. There is no option to do nothing as the Council would not be taking its legal duties forward, not responding to the policy requirements of PPS5 and would not be able to offer the leadership required on this issue.

- 4.2. The Conservation Strategy has therefore been written to be proactive in managing our heritage for current and future generations – it will help ensure that the Borough’s heritage is protected and enhanced within a changing environment, and also help ensure that heritage continues to actively contribute to the social and economic regeneration of the Borough.

5. BACKGROUND

- 5.1. There is commitment - both nationally and locally – through the law, and just as importantly, through public sentiment, to protect the historic environment and the heritage that it includes. In taking this important commitment forward the Conservation Strategy recognises that Tower Hamlets will continue to undergo significant change, but at the same time the history and heritage of the borough is an irreplaceable legacy which must be protected.
- 5.2. The Strategy will ensure that as Tower Hamlets changes the heritage will significantly contribute to the ongoing success and vitality of the borough. It will do this by highlighting the important role that the heritage can play in sustainable development by providing the foundation for the boroughs distinctive character and sense of place, and how the heritage will be contributing to social and economic development, the climate change agenda and quality of life. In recognition of this the Strategy has been funded by English Heritage, and in consultation, has been very strongly supported by stakeholders.
- 5.3. Tower Hamlets has a long history of trade and industry, migration and change, and these key social themes have influenced the development of the Borough, and shaped the extensive heritage that can be found here. It is heritage of international, national and local importance and a rich resource: the historic environment includes two World Heritage Sites, 58 Conservation Areas, historic buildings of which over 2000 are Statutorily Listed, together with important archaeology, parks including the nationally important Victoria Park, open spaces and views, heritage collections and intangible heritage.

- 5.4. Care and responsibility for this resource is spread widely, both within the Council and in the community- between many individuals and organizations, the Strategy will bring all these elements together in one document for the first time.

6. BODY OF THE REPORT

What is the Conservation Strategy?

- 6.1. Tower Hamlets history and heritage is an irreplaceable legacy for the borough to be proud of; and to promote and protect into the future. At the same time, we are also committed to ensuring the ongoing success and vitality of our Borough through new sustainable development.
- 6.2. The Strategy recognises the important role that heritage can play in that sustainable development – by providing a foundation for the Borough’s distinctive character and sense of place, and by contributing to social and economic development, the climate change agenda and quality of life.
- 6.3. The Conservation Strategy has therefore been written to be a practical and proactive management tool for the future of the Borough’s heritage – it will ensure that the heritage is recognised and given due weight where development is proposed in a changing environment, and also help ensure that heritage continues to actively contribute to the social and economic regeneration of the Borough. Importantly it will assist in defining an appropriate balance between the Borough’s heritage and the overall needs of the Borough in decision making about new development impacting on the heritage.
- 6.4. The Strategy seeks to bring together everything that we do to protect the Borough's heritage as well as focusing on new activities, building on existing and new partnerships, where we these can have the most impact.
- 6.5. The Conservation Strategy is the first strategy of its type in London, being the first to take an integrated view across all aspects of the heritage resource.

7. HOW WAS THE CONSERVATION STRATEGY EVOLVED?

- 7.1. The first stage involved collection and analysis of data, and development of a Baseline Audit and Key Issues Paper. The Paper set out the profile of the Borough and the broader strategic context, summarized the historical development of the Borough and the heritage resource that can be found here today, described the values and benefits of the heritage resource and how that resource is currently managed and protected, and described

government and statutory body guidance for heritage protection and enhancement. Based on these findings, it then identified a series of emerging issues facing the heritage.

- 7.2. The findings from this Baseline Audit and Key Issues Paper informed the development of a draft Conservation Strategy. Widespread public consultation was carried out to secure community and stakeholder input into this draft Conservation Strategy to evolve the final document with the greatest possible input from the public.

Initial Consultation Period

- 7.3. The aim of the consultation process was to engage with all local community and interest groups, and with key internal Council and external stakeholders.
- 7.4. This comprised taking the draft strategy out to the community; exhibitions and drop-in sessions at Idea Stores, a public meeting on 20th January at Oxford House in Bethnal Green, individual presentations to groups and organisations, together with interactive workshops with young people.
- 7.5. The draft was published for comment on the Council's website, and distribution of hard copies to Idea Stores and Libraries in the Borough.
- 7.6. Additionally consultation took place with key national and local stakeholders including amenity societies, the Council's Conservation and Design Advisory Panel, English Heritage and the GLA. Both English Heritage and the GLA Historic Buildings Advisor at TfL expressed a high level of support for the Strategy, in the case of the GLA's Advisor noting that it is "a comprehensive and forward-thinking strategy which I am sure will be an exemplar for other boroughs to follow".

Response to Consultation

- 7.7. All consultation responses from all sources were recorded in detail, and an action plan evolved to implement relevant changes to the document. In the light of consultee comments, significant changes were made to the Strategy to bring it in line with consultee comments. Principal themes taken forward were improving Council leadership around the heritage; increasing community involvement with the heritage; building heritage skills locally; increasing tourism and heritage interpretation and increasing protection of the heritage, all of which are now reflected in the strategy. Details of the public consultation are set out in Appendix II.

8. HOW DOES THE CONSERVATION STRATEGY FIT WITH OTHER KEY INITIATIVES?

- 8.1. The Conservation Strategy is a key document that feeds into the Borough's Local Development Framework, and that is aligned with the Core Strategy 2025. It also actively contributes to the key priorities of the Tower Hamlets Community Plan 2020, which sets out an overarching aim to "improve the quality of life for everyone who lives and works in the Borough". The Conservation Strategy particularly supports this overarching aim through the theme of "A Great Place to Live".
- 8.2. Strong integration with these and other Borough strategies is key to the deliverability of the Conservation Strategy, and key elements of this Strategy will be incorporated into the Local Development Framework through Development Plan Documents and Supplementary Planning Documents, such as the Development Management DPD and Site and Place-Making DPD. The Conservation Strategy will be in alignment with the Government's recently published Planning Policy Statement 5 (PPS 5) on Planning for the Historic Environment, which will be a vital element in the Council exercising its town planning powers going forward. The Strategy will also contribute to the wider sustainability agenda.

9. KEY CHALLENGES IDENTIFIED IN THE CONSERVATION STRATEGY

- 9.1. The key challenges facing Tower Hamlets' heritage have been investigated in two principal ways. Firstly by an assessment of the physical assets themselves, and just as importantly, through the consultation with key stakeholders and borough residents, who have closely informed the evolution of the Strategy.
- 9.2. The challenges focus around the 6 key themes of new development and conservation; the overall condition of the heritage; how the heritage resource is understood and appreciated; its values and benefits; the protection and guidance given to the heritage; and finally management and resources.
- 9.3. Where housing regeneration and high density development is proposed this is seen as putting pressure on the setting and key views of some of the heritage. Heritage buildings are at risk through neglect, inappropriate works and damage, undermining their heritage value. Some street clutter and other public realm issues are also impacting on the quality of heritage resources.
- 9.4. Limited contribution to tourism and local economy was noted together with limited interpretation and signing. Limited community participation in the

heritage was also recognized, and greater involvement of borough residents with the heritage was identified as a key challenge.

- 9.5. Protection and guidance was also seen as limited to current statutory instruments, such as Listing. This has resulted in limited protection of industrial archaeology, innovative post-war housing, locally listed buildings, setting and views. The current statutory List of Listed Buildings was identified as poor, with one of the highest tallies of new listings of all London Boroughs.
- 9.6. Overall it was identified that the heritage is owned by many different individuals and organisations, with often insufficient resources for maintenance. Coordination around the care of heritage resources was not seen to optimally productive, together with less emphasis on monitoring the condition of the heritage in recent years.
- 9.7. The process of developing the Strategy has enabled us to review the key challenges and to clearly identify where we should be doing more to tackle the issues identified. These challenges will be tackled through an implementation plan to be evolved from the Strategy.

10. THE CONSERVATION STRATEGY KEY GOALS – SUMMARY

- 10.1. To tackle the key challenges to the heritage the Strategy is written with clear Goals and Objectives that comprise its main themes. These are summarized below:

10.2. Strategy Goal 1: Understanding the Significance of the Heritage
Objective 1.1: Ensure that the significance of heritage resources is understood
Objective 1.2: Build a better understanding of the significance of the intangible heritage and of local heritage, working closely with community groups.
Objective 1.3: Ensure that planning applications and decisions are based on an understanding of the significance of the heritage.
Objective 1.4: Develop up to date, integrated information systems on heritage that are easily and widely available

10.3. Strategy Goal 2: Increasing Community Pride, Ownership and Involvement in Heritage.
Objective 2.1: Increase community understanding, pride and enjoyment of the Borough’s diverse heritages.

<p>Objective 2.2: Increase general access to the heritage, and improve connectivity between different heritage resources.</p>
<p>Objective 2.3: Increase awareness of the heritage and its needs.</p>
<p>Objective 2.4: Provide opportunities for education and for local communities to develop heritage related skills.</p>
<p>Objective 2.5: Increase community involvement in the ongoing management and promotion of the heritage.</p>
<p>Objective 2.6: Encourage the development of strengthened community and external stakeholder resources to participate in heritage.</p>

<p>10.4. Strategy Goal 3: Ensuring Effective Governance and Management of the Heritage.</p>
<p>Objective 3.1: Increase co-ordination with key internal Council stakeholders to effectively manage and promote the heritage on an ongoing basis.</p>
<p>Objective 3.2: Increase the resources available for the Borough's heritage</p>

<p>10.5. Strategy Goal 4: Increasing the Heritage's Contribution to Regeneration</p>
<p>Objective 4.1: Work with community, stakeholder and other partner groups to secure economically viable futures for heritage resources and street markets.</p>
<p>Objective 4.2: Encourage development that is sensitive to, and that celebrates the Borough's heritage.</p>
<p>Objective 4.3: Increase the contribution that heritage can make to tourism.</p>
<p>Objective 4.4: Increase the contribution that heritage can make to the sustainability and climate change agenda.</p>
<p>Objective 4.5: Increase recognition of how heritage contributes to regeneration and of the benefits this brings.</p>

10.6. Strategy Goal 5: Improving the Condition of the Heritage

Objective 5.1:

Continue to actively seek to remove all heritage resources from Heritage Risk register.

Objective 5.2:

Develop and implement an integrated monitoring and maintenance regime for the heritage that includes all heritage owners.

Objective 5.3:

Proactively encourage heritage owners to use appropriate resources when undertaking works to their properties.

10.7. Strategy Goal 6: Ensuring Effective Protection of the Heritage

Objective 6.1:

Ensure that the key heritage resources that contribute to an understanding of Tower Hamlets' history and development are included within the Borough's designations.

Objective 6.2:

Increase the clarity around what developments are permitted and appropriate in Conservation Areas.

Objective 6.3:

Increase the protection available to locally important heritage resources.

Objective 6.4:

Increase the protection for the setting of key heritage resources and key views.

Objective 6.5:

Increase the protection available to the intangible heritage of the Borough.

Objective 6.6:

Increase enforcement to protect the heritage.

11. LAUNCHING THE STRATEGY

11.1. The Conservation Strategy has been completed in a format accessible to all, with innovation carried through from the public consultation, including a clear layout and use of graphics. A formal launch campaign will include presenting to key stake-holders including English Heritage at a public presentation, as well as informing all who contributed as part of the public consultation. The cost of this will be met from existing budgets.

12. DELIVERING THE CONSERVATION STRATEGY NEXT STEPS AND MONITORING PROGRESS

12.1. The Conservation Strategy will enable the Council to take a proactive and strong leadership role around the Borough's heritage. However, conserving and protecting the Borough's heritage will also require the involvement and contribution of a range of community, stakeholder and partner groups. It will require prioritisation, with a particular focus on the significance of the

heritage resource.

- 12.2. A separate practical Delivery Workplan will be developed for the Conservation Strategy. The Plan will set out key actions required to take forward the Strategy Goals and Objectives, and set their relative prioritisation and firm timescales. It will identify the key accountabilities and the partners for the actions, as well as identifying potential funding sources and costs. It will also set out an approach for monitoring and evaluating progress against the Strategy. This Delivery Workplan will be developed with public and stakeholder involvement through consultation as it will require the co-operation and assistance of many individuals and organisations. All organisations and individuals who commented on the Conservation Strategy and assisted with its evolution will be consulted on this Workplan.
- 12.3. The Delivery Workplan will be completed by March 2011, which will set the targets for delivery of the key themes of the Strategy. It is this document which will drive the roll-out of the Strategy, and going forward allow the Council to identify and priorities conservation initiatives and to set them in an overall framework, together with measuring out-turns and performance.

13. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 13.1 This report seeks approval from Cabinet to authorise the publication of the Authority's first Conservation Strategy and to allow officers to subsequently produce and publish a Conservation Strategy Implementation Plan.
- 13.2 In addition, approval is sought to allow the Director of Development and Renewal in conjunction with the Leader of the Council and the Lead Member for Housing, Heritage and Planning, to publish the Strategy: making minor changes, further desktop publishing and work on the layout.
- 13.3 Any expenditure relating to the Strategy, such as desktop publishing and printing costs will be met within existing revenue resources identified within the Conservation and Urban Design general fund allocation.
- 13.4 Strategy Goal 3, Objective 3.2 seeks to 'Increase the resources available for the Borough's heritage'. There is currently a general fund budget of £51,250 in respect of historic buildings, which is used to fund listed building works such as shop frontage repairs/replacements and is awarded following an application process.
- 13.5 There is currently no further Council funding available to fund improvements to the Borough's heritage portfolio. The Strategy will be used to support bids to third party funding providers such as English

Heritage to secure future funding streams. In addition, it will be used during Section 106 (planning obligation) negotiations for developers' contributions.

14. CONCURRENT REPORT OF THE ASSISTANT CHIEF EXECUTIVE (LEGAL SERVICES)

- 14.1 The Conservation Strategy will play a key role in assisting the Council to accord with Government Guidance in the new PPS5 (Policy HE3) insofar as the Strategy will be a key document informing future Development Plan Documents and Supplementary Planning Documents including the Development Management DPD and Site and Place-Making DPD.
- 14.2 The Conservation Strategy is not being adopted as an LDF document, rather it is an overarching strategy that will inform the LDF, and therefore will not attract the same weighting in terms of the Council's local planning policy. However approval of the Conservation Strategy by Cabinet will see the Strategy approved as a key strategic policy tool to inform LDF documents and will bring about the results set out at part 3 of this report. Such approval raises no immediate legal implications.
- 14.3 The Conservation Strategy will be implemented through a separate Implementation Plan and thus the approval of Cabinet to authorise the production of this Plan is welcomed in order to formally bring about the key actions required to deliver the Conservation Strategy.

15. ONE TOWER HAMLETS CONSIDERATIONS

- 15.1. The Conservation Strategy specifically addresses inequality and the needs of all people living in the borough. A full Equalities Impact Assessment has been undertaken in formulating the strategy. Key findings are:

Reduce inequalities

- 15.2. Achieving this will involve increasing the information that is made available about the heritage – but doing so in an accessible and informative way that appeals to and has meaning for all sections of the community, including young people, diverse ethnic groups and those on low incomes:
- 15.3. It also involves providing concrete opportunities for people to get more involved in the heritage, and to have positive cross cultural contacts and experiences. This already began during the public consultation of the draft Strategy, where public exhibitions and meetings allowed people of different ages, genders, culture and religious faith to contribute and discuss their

ideas for the Borough's heritage.

- 15.4. Going forward, the Conservation Strategy has identified a number of opportunities for involving various community groups, including local schools, youth groups, third sector organisations, residents' associations, diverse ethnic community groups or volunteers in the heritage. This will be identified in the Implementation Plan

Ensuring community cohesion

- 15.5. Tower Hamlets is a Borough of diverse communities and diverse heritage. Therefore the Conservation Strategy aims to increase community understanding, pride and ownership of the breadth of heritage in the Borough, including the heritage of more recent communities. It also aims to encourage wider and informed participation in sustaining it, including among young people.
- 15.6. This helps to promote mutual interest and respect for the Borough's diverse heritage and also for its diverse communities to be engaged with the heritage.

16. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 16.1. The Conservation Strategy focuses on managing and enabling change to heritage resources in a way that preserves them and their significance. In this it provides for sustainable development in the widest sense.
- 16.2. The heritage resource covered by this Strategy includes all aspects of the historic environment that result from the interaction between people and places. This is heritage in its broadest sense and the Strategy takes an integrated, holistic approach to its conservation, particularly around the re-use and better exploitation of existing resources to provide for sustainable action for a greener environment.

17. RISK MANAGEMENT IMPLICATIONS

- 17.1. The Strategy's success in meeting its targets will depend on robust performance and risk management. The Conservation Strategy out-turns will be managed through the Council's performance and risk management framework to ensure that progress is tracked and remedial action put in place to address any risks.

18. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 18.1. One of the areas of focus of the Conservation Strategy is increasing understanding and protection of the Borough's heritage. These measures

will contribute to a better environment, particularly around removing the blight of dereliction, with greater pride of place and seek to ensure a sense of greater community ownership of heritage places and assets. With greater levels of participation in the heritage, delivery of the Conservation Strategy should, therefore, have a positive impact on aspects of crime relating to the built environment.

19. EFFICIENCY STATEMENT

- 19.1. One of the key Strategy Goals of the Conservation Strategy is to ensure the most effective governance and management of the heritage. As part of this, it sets out the vital aim to increase co-ordination with key Council stakeholders to effectively manage and promote the heritage on an ongoing basis, with a commensurate saving in resources.
- 19.2. Management responsibility for the breadth of Tower Hamlets' heritage is divided between a number of Council departments and functions (such as Development Management, Local History Library and Archives, and Parks and Open Spaces). In addition, many of the heritage resources are impacted by, or have impact on a further range of Council departments including Strategic Transport, Public Realm, Housing Regeneration, Children's Services and Cultural Services.
- 19.3. The Conservation Strategy seeks to ensure integrated planning with these key Council stakeholders ensuring that the Conservation Strategy is aligned and mutually reinforcing with the relevant key strategy and policy documents of other departments, to help us better understand where resources need to be prioritised.

APPENDICES

- Appendix 1 – Conservation Strategy
- Appendix 2 – Summary of Public Consultation

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A CONSERVATION STRATEGY FOR TOWER HAMLETS

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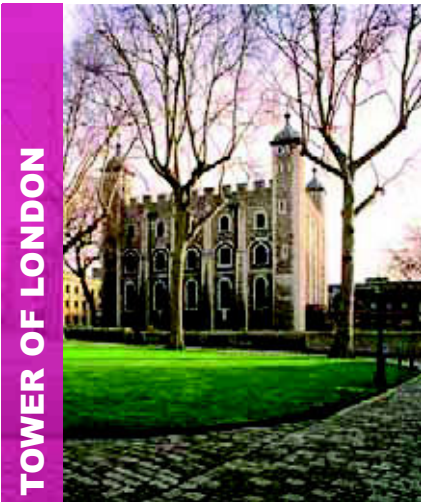
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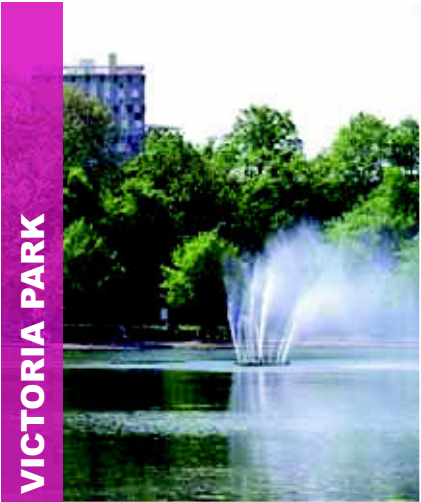
- 1 The Conservation Strategy in Context
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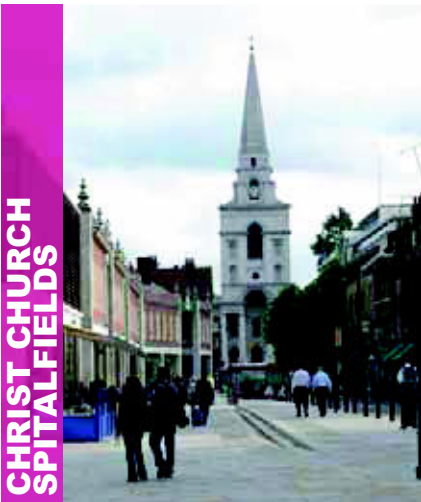
Tower Hamlets has a long, rich and distinguished history, extending from prehistory (with the earliest known Londoner buried in Blackwall approximately 5,000 years ago) to today. Our Borough is also rich in heritage resource. It has heritage of international, national and local importance, characterised by enormous diversity and variety – from the



TOWER OF LONDON

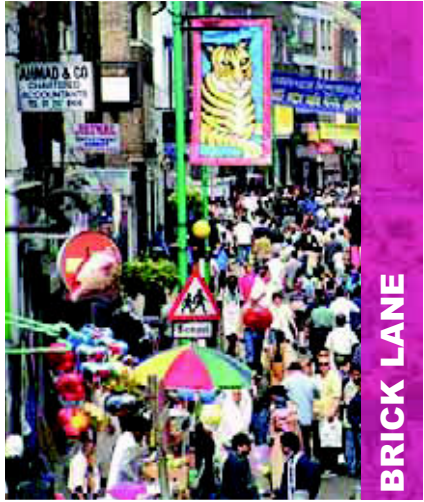


VICTORIA PARK



CHRIST CHURCH SPITALFIELDS

TOWER OF LONDON WORLD HERITAGE SITE, an outstanding, internationally important example of late 11th century innovative Norman military architecture and home of the Crown Jewels, to the historic **SPITALFIELDS MARKET** that dates back to the 17th century; from the **BRICK LANE AND FOURNIER STREET CONSERVATION AREA**, which includes the most important early Georgian quarter in England, to the Grade II* Listed **VICTORIA PARK**; from the **WHITECHAPEL BELL FOUNDRY**, the oldest manufacturing company in Britain and a source of world famous bells such as Big Ben and the Liberty Bell, to the Grade II* Listed **WILTON'S MUSIC HALL**, the oldest music hall in London to survive in its original form; from Nicholas Hawksmoor's **CHRIST CHURCH SPITALFIELDS**, a masterpiece of the English Baroque and a Grade I Listed Building, to the **LOCAL HISTORY LIBRARY AND ARCHIVES AT BANCROFT ROAD**. The Borough contains all or part of 50% of the World Heritage Sites in London, and in comparison to averages across the London Boroughs, it has a relatively high proportion of Scheduled Monuments, Grade II listed buildings and Conservation Areas.



BRICK LANE



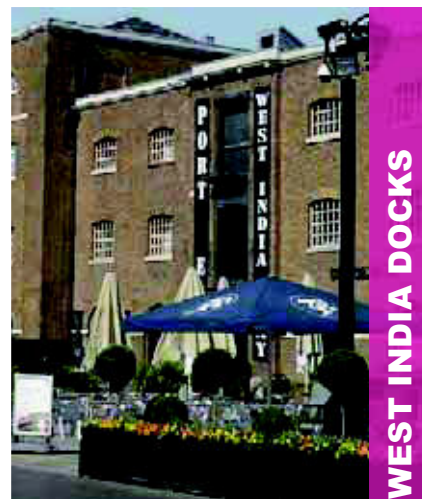
WHITECHAPEL BELL FOUNDRY

Maritime and trade activity, migration and change have all been important themes in Tower Hamlets' past, and these themes have had a strong influence on the development of the Borough and on its unique character today. Blackwall Yard was constructed in 1614, and became the largest private shipyard in the country, while the early 19th century West India Docks were internationally important. Many world famous ships, such as the Cutty Sark and Brunel's Great Eastern, were associated with local shipyards and docks. Today, many of the large warehouses along Wapping High Street, for example, retain their primary character and authentic fixtures, and give a sense of the scale of activity which was once prevalent in this riverside area.

Closely linked to trade and industry was immigration – there have been many waves of immigrants to Tower Hamlets, including the Flemings who introduced hops in the 14th century and the Huguenots who introduced silk weaving in the 17th century. Today, the Borough is home to a large Bangladeshi community that comprises 40% of all Bangladeshis in London, as well as to a number of other diverse ethnic communities.

This emphasis on trade, migration and change has also contributed to a tradition in the Borough of a dynamic built environment and adaptive re-use, as new communities have found new uses for existing buildings and spaces. The Jamme Masjid Mosque on Brick Lane, for example, was originally a church for the protestant Huguenot silk weavers in the late 17th century, subsequently a methodist chapel, then a synagogue for the Jewish community, before becoming a mosque in 1976. Similarly, the old Truman Brewery, once the largest brewery in London, has been transformed into a successful creative hub of London's East End.

Going forward, Tower Hamlets is due to continue undergoing significant changes, with strong focus on regeneration and housing development, significant investment in transport, and with the 2012 Olympic and Paralympic Games. Our history and heritage resource is an irreplaceable legacy, one that we are immensely proud of and that we are strongly committed to. At the same time, we are also committed to ensuring the ongoing success and vitality of our Borough, and recognise the important role that heritage can play in its sustainable development – by providing the foundation for the Borough's distinctive character and sense of place, and by contributing to social and economic development, the climate change agenda and quality of life. We have therefore developed this Conservation Strategy to continue to be proactive in managing our heritage for current and future generations – it will help ensure that the Borough's heritage is protected and enhanced within this changing environment, and also help ensure that heritage continues to actively contribute to the social and economic regeneration of the Borough.



The Conservation Strategy is the first strategy of its type in London, and the first to take an integrated view across all aspects of the heritage resource. We are very grateful to the many individuals, departments and organisations who have contributed to its development. Its implementation will help us achieve our shared vision for this exceptional and unique Borough.



PREFACE

Preparation of the Conservation Strategy

Tower Hamlets has developed this Conservation Strategy for the Borough. At the heart of this process has been public consultation, in order for those living and working in the borough to contribute in the widest possible way to the development of this document. An interactive, collaborative and multi-staged approach was taken to the development of the Strategy, to ensure it was grounded in an understanding of the Borough's particular characteristics and challenges, and to build engagement and support among key stakeholders and community groups.

The first stage of the process involved collection and analysis of data, and development of a Baseline Audit and Key Issues Paper. The Paper set out the profile of the Borough and the broader strategic context, summarised the historical development of the Borough and the heritage resource that can be found there today, described the values and benefits of the heritage resource and how that resource is currently managed and protected, and described government and statutory body guidance for heritage protection and enhancement. Based on these findings it then identified a series of emerging issues facing the heritage. The findings and emerging issues were presented and discussed with numerous Council departments and with the CADAP (Conservation and Design Advisory Panel).

The findings from the Baseline Audit and Key Issues Paper informed the development of a draft Conservation Strategy. A number of public consultation activities were then carried out to secure input into this draft Conservation Strategy. These took a number of forms, including drop in sessions at Idea Stores, meetings and presentations, interactive workshops with young people, publication on the Council's website, and distribution of hard copies to Idea Stores and Libraries in the Borough. The aim of the consultation process was to engage with a diverse range of local community and interest groups, and with key internal Council and external stakeholders (including statutory bodies).

This document takes into account the comments and feedback received during the consultation process described above and sets out proposals in the document for further public engagements in the delivery of the strategy.

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FEEDBACK



WILL THE PLAN STAY LOCAL OR GO NATIONAL?



A UNIVERSITY TO TEACH ABOUT THE HERITAGE AND CONSERVATION OF TOWER HAMLET



USE OF EMPTY BUILDINGS

OLD LIBRARIES + SCHOOL BUILDINGS

HOW WILL THE GOVERNMENT SEE THE DOCUMENT



DON'T KNOCK THEM DOWN!



LOSS OF PIE + MASH SHOPS



WHAT ABOUT CITY FARMS?



OUR HISTORY OF CARPENTRY

TOURISM

WHERE IS THE TOURIST OFFICE?



POSITIVE HISTORY



AND PUBS!!

CRAFT MEMORIAL GARDEN

COMMUNITY EDUCATION

AND ENGAGEMENT



COUNCIL NEEDS TO SET AN EXAMPLE AND LOOK AFTER IT'S OWN HOUSING STOCK



STOP RENAMING OUR HISTORIC AREAS.

* The cartoons were produced by an artist commissioned to capture and represent the comments of those that attended the Consultation events organised for the Conservation Strategy

EXECUTIVE SUMMARY

What is the Conservation Strategy?

Conservation focuses on managing and enabling change to heritage resource in a way that preserves its significance. The Conservation Strategy aims to guide decision-making for Tower Hamlets' heritage over the next 5-10 years. It sets out the long term vision for the heritage, and the Strategy Goals and Work Plan Objectives to help deliver that vision. It provides strategic guidance at the Borough level – it is not a detailed assessment of individual heritage resources.

What Heritage does Tower Hamlets have?

Tower Hamlets has a long history of trade and industry, migration and change. These key themes have influenced the development of the Borough, and the heritage that can be found here. This heritage is of international, national and local importance. It is a rich resource that includes: the historic environment, buildings and archaeology; parks, open spaces and views; heritage collections and intangible heritage. This is heritage in its broad sense, and it covers both designated and non designated resources.

How does the Conservation Strategy fit with other Key Documents?

The Conservation Strategy is a key document that feeds into the Borough's Local Development Framework, and that is aligned with the Core Strategy 2025. It also actively contributes to the key priorities of the Tower Hamlets Community Plan 2020, which sets out an overarching aim to "improve the quality of life for everyone who lives and works in the Borough". The Conservation Strategy particularly supports this overarching aim through the theme of "A Great Place to Live".

Strong integration with these and other Borough strategies is key to the deliverability of the Conservation Strategy, and key elements of this Strategy will be incorporated into the Local Development Framework through Development Plan Documents and Supplementary Planning Documents, such as the Development Management DPD and Site and Place-Making DPD. The Conservation Strategy is also informed by the Government's recently published Planning Policy Statement 5 (PPS 5) on Planning for the Historic Environment, and by English Heritage's Conservation Principles, Policies and Guidance (2008).

What is our Vision for Heritage?

Tower Hamlets' heritage is an irreplaceable legacy. It is the foundation of the Borough's distinctive character, and it makes a significant contribution to the Borough's sense of place. It also contributes to economic regeneration and sustainability, social inclusion and community development, recreation and quality of life.

The Conservation Strategy aims to protect and enhance Tower Hamlets' heritage resource, and ensure that it can be appreciated and enjoyed by current and future generations. A key part of this is to ensure increased community engagement and involvement in the heritage, as a critical part of ensuring its ongoing sustainability. The Strategy also aims to enhance the contribution of the heritage to the other strategic priorities of the Borough – to ensure that heritage plays an active role in the Borough's ongoing regeneration and development.

The Strategy has 6 key priorities, which are reflected in the 6 Strategy Goals. These Goals address the key challenges facing Tower Hamlets' heritage. They also respond to government and statutory body guidance, and seek to actively support the Council's broader social and economic regeneration priorities. The Goals are summarised below:

1. Understanding the significance of the heritage;
2. Increasing community pride, ownership and involvement in heritage to promote community cohesion;
3. Ensuring effective governance and management of the heritage;
4. Increasing heritage's contribution to regeneration;
5. Improving the condition of the heritage; and
6. Ensuring effective protection of the heritage.

Key Challenges Facing Tower Hamlets' Heritage

The key challenges facing Tower Hamlets' heritage resource are summarised below. They focus around development and conservation, condition of the heritage, understanding and appreciating the heritage resource, its values and benefits, protection and guidance, and management and resources.

Key Challenge Area	Key Challenges
Development and Conservation	<ul style="list-style-type: none"> Increased pressure from housing regeneration High density development impacting low density areas Pressure on setting and key views of heritage Pressure on locally important but not designated heritage Heritage resources not contributing as much as they could to the climate change agenda
Condition of the Heritage	<ul style="list-style-type: none"> 37 heritage features on Heritage at Risk Register Inappropriate works undermining heritage value Heritage resources damaged and in need of repair Street clutter and other public realm issues impacting quality of heritage resources
Understanding and Appreciation	<ul style="list-style-type: none"> Industrial heritage less widely appreciated, despite seminal role 20th century heritage less widely valued Limited appreciation of role of local streetscapes and trees Inconsistency of information Mixed community understanding of heritage needs of buildings
Values and Benefits of Heritage	<ul style="list-style-type: none"> Limited contribution to tourism and local economy Limited interpretation and signage Limited community participation in heritage Evolving community needs impacting use of heritage and viability
Protection and Guidance	<ul style="list-style-type: none"> Limited specificity of important characteristics for Conservation Areas Conservation Areas appear to not always include all important structures Limited protection of locally listed buildings, setting and views One of the highest tallies of spot listings of all London Boroughs
Management and Resources	<ul style="list-style-type: none"> Heritage owned by different individuals and organisations Insufficient Council resources to maintain all heritage Co-ordination within Council not optimally productive Less emphasis on maintaining condition of heritage in recent years

The Conservation Strategy

The Strategy Goals and Work Plan Objectives that comprise the Conservation Strategy are summarised in the table opposite.

Implementing the Conservation Strategy

The Council will need to take a proactive and strong leadership role to deliver this strategy, particularly where Council-owned heritage is involved. However, conserving and protecting the Borough's heritage will also require the involvement and contribution of a range of community, stakeholder and partner groups. It will also require prioritisation, with a particular focus on the significance of the heritage resource.

A separate Implementation Work Plan will be developed for the Conservation Strategy. The Plan will set out a summary of the key actions required to deliver the Strategy Goals and Work Plan Objectives, and their relative prioritisation and timescale. It will identify the key accountabilities and partners for the actions, and potential funding sources. It will also set out an approach for monitoring and evaluating progress against the Strategy.

Strategy Goals- Work Plan Objectives

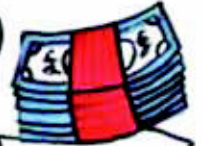
1: Understanding the Significance of the Heritage	<ul style="list-style-type: none">1.1: Ensure that the significance of heritage resources is understood1.2: Build a better understanding of the significance of the intangible heritage and of local heritage, working closely with community groups1.3: Ensure that planning applications and decisions are based on an understanding of the significance of the heritage1.4: Develop up to date, integrated information systems on heritage that are easily and widely available
2: Increasing Community Pride, Ownership and Involvement in Heritage to Promote Community Cohesion	<ul style="list-style-type: none">2.1: Increase community understanding, pride and enjoyment of the Borough's diverse heritages2.2: Increase general access to the heritage, and improve connectivity between different heritage resources2.3: Increase awareness of the heritage and its needs2.4: Provide opportunities for local communities to develop heritage related skills2.5: Increase community involvement in the ongoing management and promotion of the heritage2.6: Encourage the development of strengthened community and external stakeholder resources to participate in heritage
3: Ensuring Effective Governance and Management of the Heritage	<ul style="list-style-type: none">3.1: Increase co-ordination with key internal Council stakeholders to effectively manage and promote the heritage on an ongoing basis3.2: Increase the resources available for the Borough's heritage
4: Increasing the Heritage's Contribution to Regeneration	<ul style="list-style-type: none">4.1: Work with community, stakeholder and other partner groups to secure economically viable futures for heritage resources and street markets4.2: Encourage development that is sensitive to, and that celebrates the Borough's heritage4.3: Increase the contribution that heritage can make to tourism/destination marketing4.4: Increase the contribution that heritage can make to the sustainability and climate change agenda4.5: Increase recognition of how heritage contributes to regeneration, and of the benefits this brings
5: Improving the Condition of the Heritage	<ul style="list-style-type: none">5.1: Continue to actively seek to remove all heritage resources from the Heritage at Risk register5.2: Develop and implement an integrated monitoring and maintenance regime for the heritage that includes all heritage owners5.3: Proactively encourage heritage owners to use appropriate resources when undertaking works to their properties
6: Ensuring Effective Protection of the Heritage	<ul style="list-style-type: none">6.1: Ensure that the key heritage resources that contribute to an understanding of Tower Hamlets' history and development are included within the Borough's designations6.2: Increase the clarity around what developments are permitted and appropriate in Conservation Areas6.3: Increase the protection available to locally important heritage resources6.4: Increase the protection for the setting of key heritage resources and key views6.5: Increase the protection available to the intangible heritage of the Borough6.6: Increase enforcement to protect the heritage

A CONSERVATION STRATEGY FOR



TOWER HAMLETS

HOW DO WE PRIORITISE AND FIND FUNDING?



FUNDING?

HOW DO WE INTRODUCE THEM TO YOUNG PEOPLE?



2000 LISTED BUILDING

YOU ARE THE EXPERTS... TELL US WHAT YOU THINK.

WHAT PLACES ARE IMPORTANT TO YOU?

NOT JUST BUILDINGS

THE PUBLIC

PARKS AND MARKET'S



HOW DO WE ATTRACT TOURISM?

HEY LOOK AT THAT

HOW TO DEAL WITH DERELICT BUILDINGS?



TREE PROTECTION

THE POSITIVE HISTORY OF TOWER HAMLETS...
... NOT JUST JACK THE RIPPER!

* The cartoons were produced by an artist commissioned to capture and represent the comments of those that attended the Consultation events organised for the Conservation Strategy



1

INTRODUCTION



INTRODUCTION

What is the Conservation Strategy?



Conservation focuses on managing and enabling change to heritage resource in a way that preserves its significance. The

Conservation Strategy aims to guide decision-making for Tower Hamlets' heritage over the next 5-10 years. It sets out the long term vision for the heritage, and the Strategy Goals and Work Plan Objectives to help deliver that vision.

It provides strategic guidance at the Borough level – it is not a detailed assessment of individual heritage resources.

Why does Tower Hamlets Need a Conservation Strategy?

Tower Hamlets has been undergoing significant changes over the last few years, and this is due to continue and potentially increase in the future. A strong focus on regeneration is leading, for example, to the development of 43,000 new houses, while significant investment in transport will improve accessibility to the central and eastern parts of the Borough, to the City fringe and Isle of Dogs. The 2012 Olympic and Paralympic Games, as the single largest regeneration project in Europe and the UK, is also a catalyst for change.

There is therefore need for a Conservation Strategy that can help ensure that the Borough's heritage is protected and enhanced within this changing environment, and that can also help ensure that heritage continues to contribute to the economic development and regeneration of the Borough.

In addition, the Government has also recently issued a new Planning Policy Statement 5 (PPS 5) on Planning for the Historic Environment, in line with the white papers Heritage Protection for the 21st Century (March 2007) and Planning for a Sustainable Future (May 2007). One of the recommendations in PPS 5 is for the development of a 'positive, proactive strategy for the conservation and enjoyment of the historic environment'.

What Heritage is Included in the Conservation Strategy?

Within this document, heritage and heritage resource is used to cover all aspects of the historic environment that result from the interaction between people and places - from visible historic buildings/structures to buried archaeology, from parks and open spaces to key views. It includes both designated and non designated resources.

In addition, the Conservation Strategy includes within its scope heritage collections - including historic archives, books, photographs, museum objects, audio-visual material and born-digital records associated with the past. It also includes the intangible heritage associated with the Borough and its populations – from historic street markets to more contemporary events and festivals, from oral histories and personal memories to different viewpoints, names and uses of a heritage resource, from performing arts to social practices and traditional skills.

This is heritage in its broad sense, because it is important to take an integrated, holistic approach to its protection and enhancement.

How Does the Conservation Strategy fit with other Key Borough Documents?

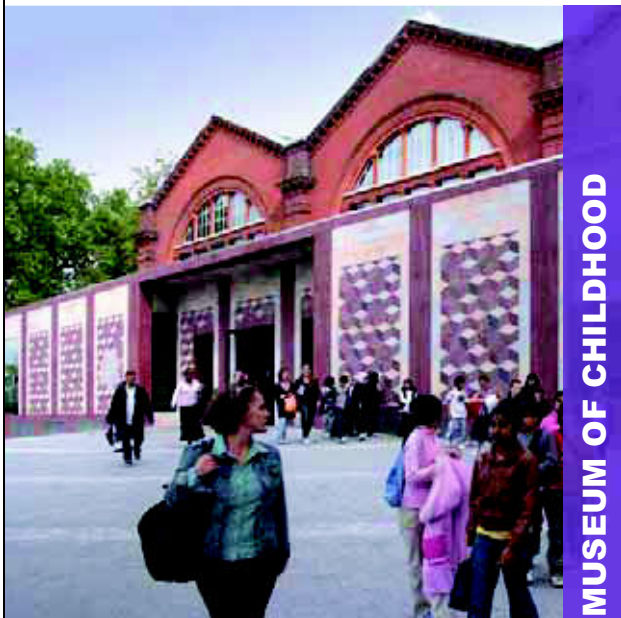
The Conservation Strategy is a key document that feeds into the Borough's Local Development Framework (see Figure 1), and that is aligned with the priorities of the Core Strategy 2025. It also actively contributes to the key priorities of the Tower Hamlets Community Plan 2020, which sets out an overarching aim to "improve the quality of life for everyone who lives and works in the Borough". The Conservation Strategy particularly supports this overarching Vision through the theme of "A Great Place to Live".

Strong integration with these and all other associated key Borough strategies is central to the deliverability of the Conservation Strategy, and key elements of this strategy will be incorporated into the Local Development Framework through Development Plan Documents and Supplementary Planning Documents (such as the Development Management DPD and Site and Place-Making DPD).

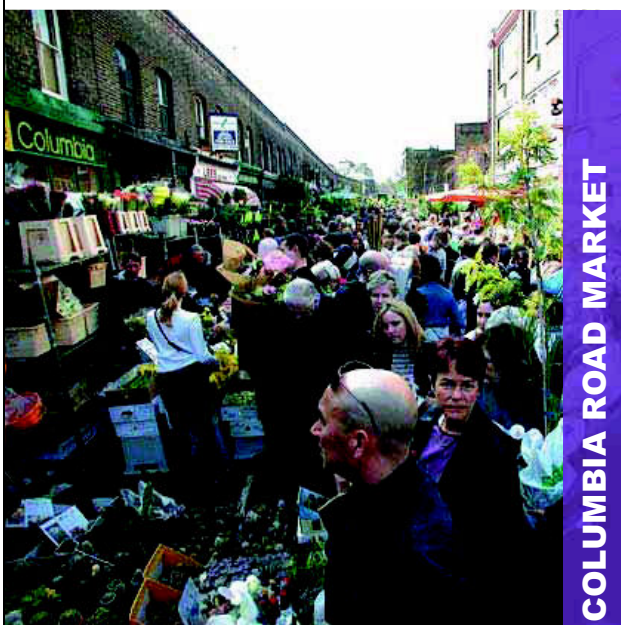
How is this Document Structured?

This document has 8 Sections, including this Introduction:

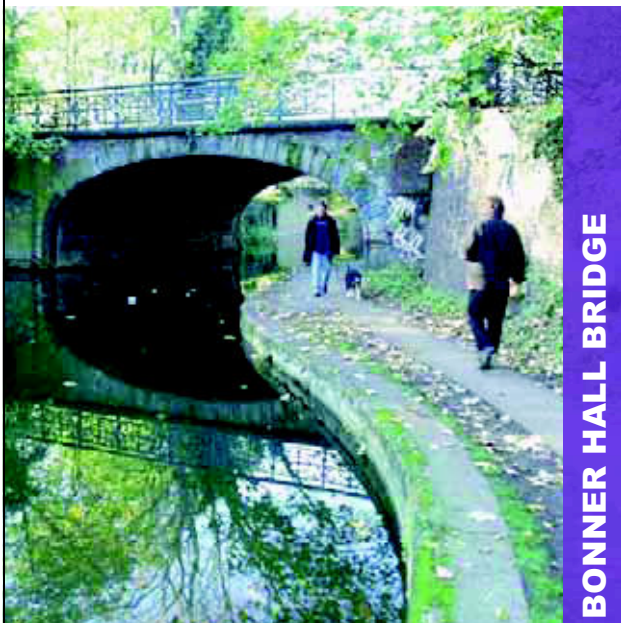
- **Section 2** provides an overview of the socio-economic profile of Tower Hamlets today. It identifies the nature of the local communities that the Conservation Strategy is seeking to engage, and also builds an understanding of some of the key social and economic challenges that have contributed to the regeneration priorities for the Borough going forward. The Conservation Strategy seeks to support the Borough's regeneration priorities, and these social and economic challenges have therefore informed the development of the Conservation Strategy's Goals and Objectives in Section 8;
- **Section 3** provides an overview of the history of Tower Hamlets, from prehistory to the present day. It identifies the key themes that have had a strong influence on the development of the Borough, and on the heritage that remains today. They provide the



MUSEUM OF CHILDHOOD



COLUMBIA ROAD MARKET



BONNER HALL BRIDGE

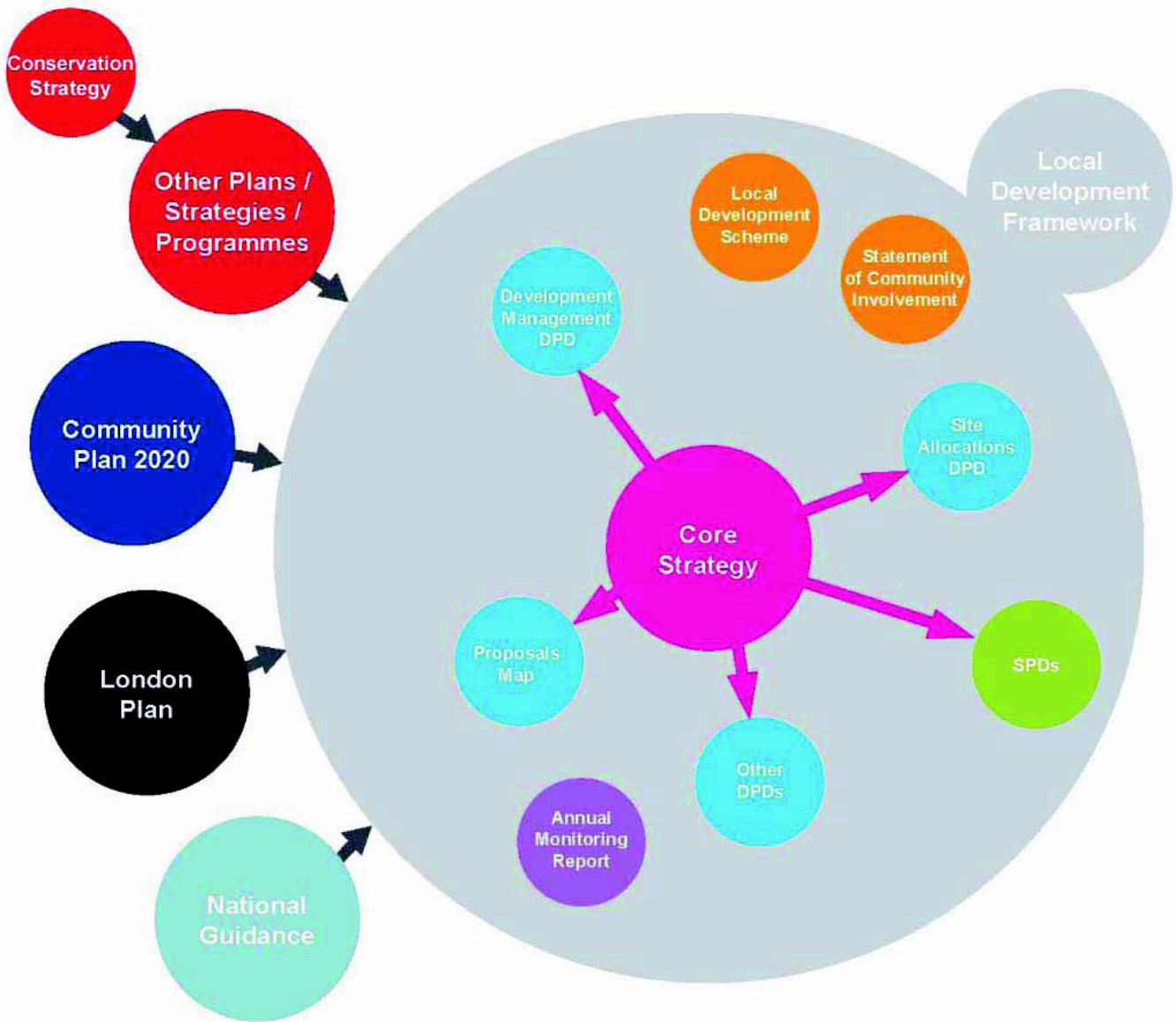


FIGURE 1

foundation of Tower Hamlets' distinctive character, and make a significant contribution to the Borough's unique sense of place and identity. These themes inform the priorities for what needs to be protected and enhanced through the Conservation Strategy. They also identify opportunities for alignment with the broader strategic priorities of the Borough;

- **Section 4** provides an overview of the range of heritage resource that can be found in Tower Hamlets today, as a result of the historic development described in Section 3. This defines the scope of what the Conservation Strategy is seeking to protect and enhance, and also informs some of the challenges that the Conservation Strategy seeks to address (see Section 7);
- **Section 5** outlines some of the key benefits that the heritage resource already brings to the Borough and its communities. This demonstrates why there is broad value in protecting and enhancing the heritage resource, and identifies areas where the heritage resource could bring further benefits to the Borough. These areas inform the Conservation Strategy Goals and Work Plan Objectives in Section 8;
- **Section 6** focuses on how the heritage resource outlined in Section 4 is currently managed and protected. This informs the assessment of the key challenges associated with the heritage resource (Section 7), and the development of the Conservation Strategy's Goals and Objectives in Section 8. This Section also informs the accountabilities for delivering the Conservation Strategy, as set out in the Implementation Plan;
- **Section 7** sets out the range of key challenges facing Tower Hamlets' heritage resource, and is informed by the findings from Sections 2-6. These challenges are addressed by the Conservation Strategy in Section 8; and



WAPPING HIGH STREET



OPEN SPACE IN TOWER HAMLETS



THAMES VIEW

- **Section 8** sets out the Conservation Strategy itself. It sets out the long term vision for the heritage, together with the Strategy Goals and Work Plan Objectives to help deliver that vision. These are informed by the key challenges identified in Section 7, government and statutory body guidance, and the Council's broad social and economic regeneration priorities.



IDEA STORE



2

PROFILE OF TOWER HAMLETS



PROFILE OF TOWER HAMLETS

Overview and Key Messages



Section 2 provides an overview of the socio-economic profile of Tower Hamlets today, looking at population and age, ethnicity and religion, social deprivation and health, housing and employment. It identifies the nature of the local communities that the Conservation Strategy is seeking to engage, and also builds an understanding of some of the key social and economic challenges that have contributed to the regeneration priorities for the Borough going forward. The Conservation Strategy seeks to support the Borough's regeneration priorities, and these social and economic challenges have therefore informed the development of the Conservation Strategy's Goals and Objectives in Section 8.



Tower Hamlets is a Borough of diversity. The Borough is one of the most ethnically diverse in the country, with 110 languages spoken and 40% of all Bangladeshis in London. This diversity contributes to the Borough's evolving sense of identity and to the ongoing development of its rich heritage – whether through new uses for existing heritage resources or through the establishment of new heritage. At the same time, the relatively recent nature of the arrival of some of these communities, and the relatively young age of the population, can also lead to a lack of connectivity with the heritage that can be found in the Borough.



Tower Hamlets is also a Borough of stark contrasts and many social and economic challenges. It is characterised by great wealth, but it is also the 3rd most deprived local authority in the country, with a number of health issues including multiple disabilities and comparatively lower life expectancy. It has the 4th highest density of jobs of all the London Boroughs, but the lowest employment rate. It also has one of the highest population densities in inner London, and the population is set to increase at a faster rate than the rest of London.



Housing is one of the most significant issues in the Borough, and a target has now been set of 43,000 new homes by 2025. This will potentially increase the pressure on the Borough's heritage resource, but at the same time also generates opportunities to adapt existing heritage stock. Issues around low employment and high deprivation could also be partly addressed through greater emphasis on tourism, and the Borough's rich and diverse heritage of international, national and local importance could have an important role to play in this. Heritage could also have a role to play in addressing the health issues that the Borough faces, and the challenges associated with very high population densities - through increased emphasis and access to the Borough's historic landscapes, gardens, squares and waterways.

Location

The London Borough of Tower Hamlets covers an area of 8 square miles, and is situated on the northern bank of the River Thames, immediately adjacent to the City of London, Hackney and Newham Boroughs (see Figures 2 and 3).

Population and Age

Tower Hamlets has **one of the highest population densities in inner London**. The population is set to increase at a faster rate than the rest of London, growing from 215,000 to c.300,000 by 2025, driven by natural population growth and a number of regeneration initiatives. Tower Hamlets has a notably **youthful population**, with young people comprising 35% of those living in the Borough. The population growth is thought likely to be most marked in the under 19s.

Ethnicity and Religion

The population of Tower Hamlets is **one of the most ethnically diverse in the country**, with 55% belonging to ethnic groups other than white British. The largest of these ethnic groups is the Bangladeshi community, which represents 30% of the Borough's population and **40% of all Bangladeshis in London**. There are also significant Chinese, Caribbean and African groups in the Borough. Overall, approximately **110 languages are spoken** in the Borough, and 70% of school pupils have English as their second language. This diversity is reflected in the religious demographic, with 40% of the population being Christian and 35% Muslim.

Social Deprivation

Tower Hamlets is a **Borough of stark contrasts**. As well as containing the internationally competitive Canary Wharf, the Borough remains one of the most deprived in London, with 13 of its 19 wards being within the least prosperous 3% of wards in England and Wales. In terms of the Indices of Multiple Deprivation, it is the **3rd most deprived local authority in the country**, and approximately 75% of children living in Tower Hamlets are in low income families. **Page 74**

Health and Disability

Tower Hamlets suffers from a number of health issues. There are high levels of obesity and smoking, which contribute to **comparatively lower life expectancy for the population**. The population also has relatively high levels of infant mortality, relatively high take up of incapacity benefits among the working age population, and a relatively high number of children and young people with multiple disabilities.

Housing

Housing need, in terms of quality, quantity and affordability, is **one of the most significant issues in the Borough**. In 2004, c.25% of households lived in unsuitable housing, and the needs of c.7,000 could not be met within current conditions. c.30% of households are registered as overcrowded and demand for housing significantly exceeds supply, but housing affordability is relatively low and there is a lack of larger sized properties to meet the needs of the population. Housing is therefore one of the key drivers for change and regeneration in the Borough, and a target has been set of 43,000 new homes by 2025.

Employment

Tower Hamlets now has the largest financial services district outside the City of London (located at Canary Wharf), and the **4th highest density of jobs of all the London Boroughs**. Despite this, Tower Hamlets has the **lowest employment rate** (c. 60% vs. 70% for London as a whole) and the highest proportion of economically inactive residents in the country (c. 35%) – local skills are not fully aligned with the available jobs. There are now twice as many jobs in Tower Hamlets as there are economically active residents. Improving employment, and improving accessibility of Borough residents to Borough job opportunities is therefore a key focus for regeneration in the Borough.

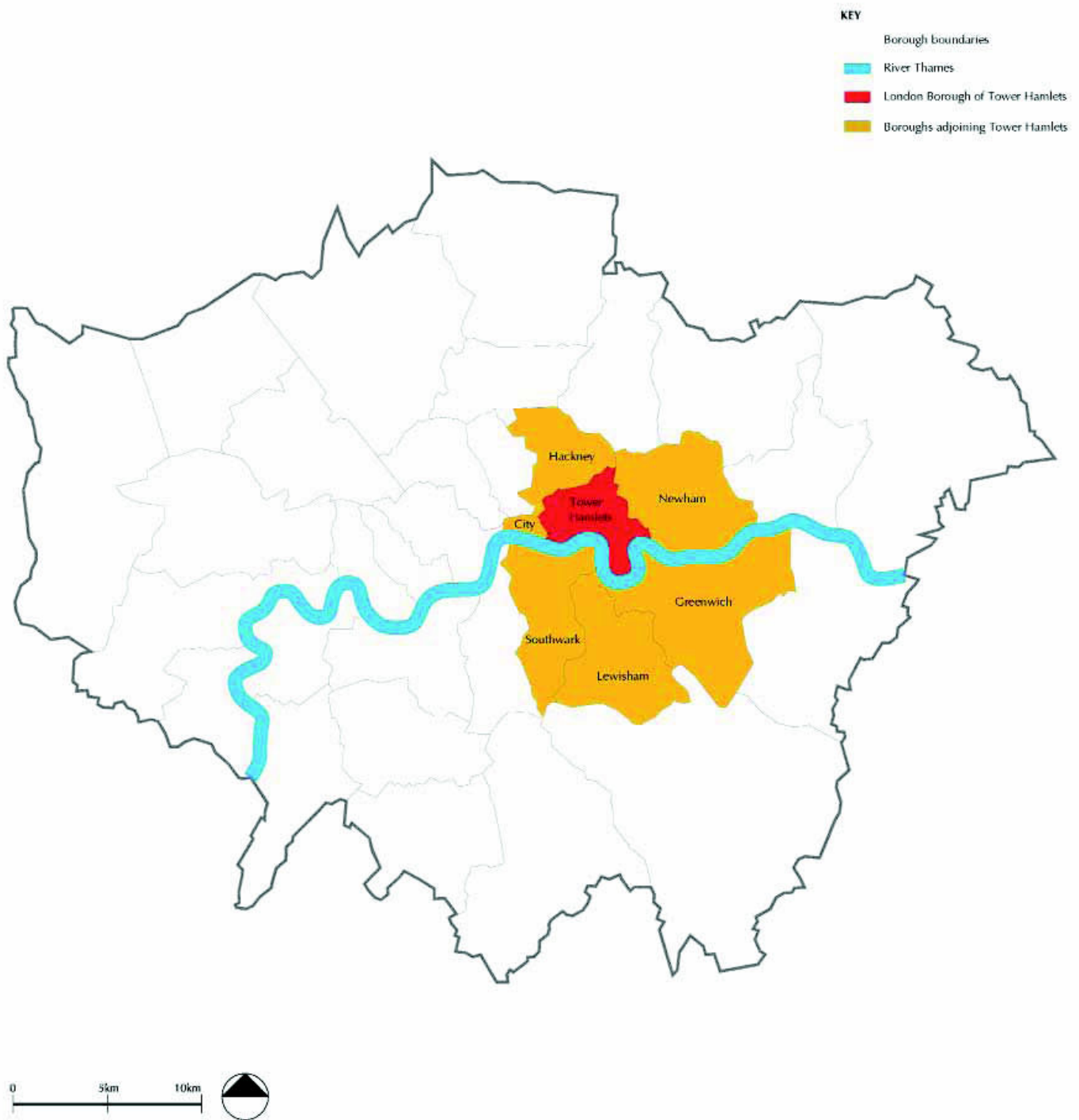




FIGURE 3



LIMEHOUSE
WHARF

3

HISTORY OF TOWER HAMLETS



LIMEHOUSE
WHARF

HISTORY OF TOWER HAMLETS

Overview and Key Messages



Section 3 provides an overview of the history of Tower Hamlets, from prehistory to the present day. It identifies the key themes that have had a strong influence on the development of the Borough, and on the heritage that remains today. They provide the foundation of Tower Hamlets' distinctive character, and make a significant contribution to the Borough's unique sense of place and identity. These themes inform the priorities for what needs to be protected and enhanced through the Conservation Strategy. They also identify opportunities for alignment with the broader strategic priorities of the Borough.



Tower Hamlets has a long history of maritime and trade activity, migration and change. Shipbuilding was established here by the late 14th century, and by the 19th century the docks were of international importance. The 14th century also saw the first wave of immigration, with the Flemings who introduced hops into the area, leading to the development of the brewing industry. There have been a number of successive waves of immigration since then, including the Huguenots, the Jewish community and, most recently, arrivals from Bangladesh in the mid 20th century. Throughout these developments the Borough has been characterised by a dynamic built environment. There has been a tradition of adaptive re-use, such as at the Old Truman Brewery site, and there has also been change and redevelopment of larger areas. This is particularly well exemplified with the successful regeneration at Canary Wharf, and the establishment of the internationally competitive financial district there.



The themes of maritime and trade activity, and of immigration were critical to the character and evolution of the Borough, and it is important that the heritage associated with these is protected and enhanced if Tower Hamlets is to retain its unique sense of place and identity. The Borough is also characterised by a dynamic built environment and a tradition of adaptive re-use. Ongoing regeneration and development of the Borough, while being aligned with the pattern of its historical development, also potentially increases pressure on the very remains of this tradition, and a balance will therefore need to be found to accommodate both priorities. The tradition of adaptive re-use could be one solution to this, where the Borough's social and economic needs are delivered through existing heritage stock.

Prehistory, Roman and Mediaeval Times

Tower Hamlets is rich in prehistory. The earliest known Londoner was buried in Blackwall approximately 5,000 years ago, and later prehistoric activity took place at several sites in the Borough, including at Old Ford, Wapping and the Isle of Dogs.

The earliest known Londoner was buried in Blackwall approximately 5,000 years ago.

In Roman times, Tower Hamlets lay largely to the east of the Roman city of Londinium. Two main roads ran through the Borough from the city and, as was typical of the period, burial of the dead took place outside the city walls, with cemeteries at Spitalfields and to the south of Aldgate High Street. At that time the majority of the area would have been farmland or marshland grazing to provide food for the city's large population.

Following his victory at the Battle of Hastings (1066), William the Conqueror constructed 'The White Tower' as a firm base from which to secure and maintain the city of London. He chose the site for his castle within the ready-made defences of the existing Roman walls at the south-eastern corner of the city. In 1110, another major route east from the city was developed, and pottery and bell-founding industries were established.

In general, however, settlement in the Tower Hamlets area was very light before 1300, although early settlements are known in the vicinity of St Dunstan's, Stepney and also at Bethnal Green. Flooding continued to be a problem across much of the Borough, although embanking and drainage had created much arable land by the early 13th century. The medieval economy across the majority of the Borough was essentially rural, with a settlement pattern of

isolated farms with the beginning of ribbon development along the main routes.

Industry, Immigration and Development

The pressure of population growth in the city, and the increasing restrictions on industry and immigrants within the city walls led to the development of the area immediately outside the walls for industry and crafts. The area saw its first wave of immigrants with the Flemings, who introduced hops in the 14th century, leading to the development of the brewing industry here.

The Flemings were among the first of several waves of immigrants.

There was already a thriving suburb at Whitechapel in the 14th century, and hamlets with an industrial/commercial character developed, such as Ratcliff with its shipbuilding, and Limehouse, named after the lime kilns which processed chalk. By the mid 14th century there were small settlements at Mile End, Old Ford, Marsh (Isle of Dogs) and Poplar, though the majority of the population lived adjacent to either the city, the River Thames or the River Lea.

There was further rapid expansion in the south-west of the Borough from the 16th century, but despite this, the majority of the Borough was noted in the 16th century as a place of fresh air and rural peace, and was favoured as a location for the country houses of the wealthy. Improved drainage initiatives in the 16th century, using the skills of the immigrant Dutch engineers, allowed larger areas to become useable pasture.

Maritime Trade and Waterfront Development

Although shipbuilding had been established at Ratcliff by the late 14th century, it was not

until the mid 15th century that the waterfront to the east of the city really developed. The wharves and slipways continued to develop along the riverside, until by the 16th century the river frontage was completely filled. The increasing numbers of workers employed in the river trade led to the development of large areas of tenement housing in the hinterland of the wharves, accessed by a network of lanes, alleys and courtyards (such as at Wapping High Street).

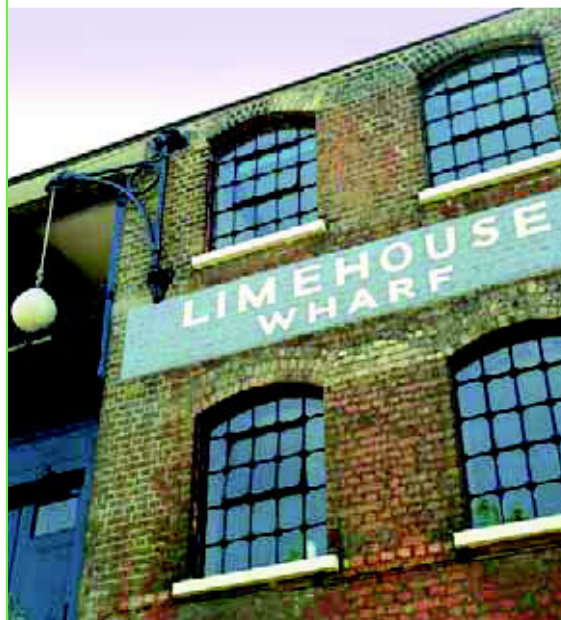
The East India Company constructed the Blackwall Yard in 1614, which became the largest private shipyard in the country, and attracted a number of associated industries and services in the hinterland to the north. This hinterland gradually became developed, with large villages supporting the maritime trade.

The East India Company constructed the Blackwall Yard in 1614, which became the largest private shipyard in the country.

The Spread of People and Industry

The spread of industry from the city increased following the break up of monastic property after the Dissolution, and was fuelled by London's rapidly rising population, which nearly trebled in the 17th century. This period also saw the arrival of the Huguenots, who established themselves in the Spitalfields area, where they introduced the silk-weaving that was to become an important industry. This period also saw the beginning of Brick Lane's important brewing industry.

The increasing affluence of the city brought people from Essex and Suffolk, and by the end of the 17th century 22% of London's population lived to the east of the city. Despite this, however, large areas of the Borough remained rural, and continued to be used as a retreat by the wealthy.



LIMEHOUSE WHARF



ROYAL LONDON HOSPITAL



ST PAUL'S--SHADWELL

Beyond the city fringes, development continued in the form of the enlargement of the hamlets, ribbon development along the main routes, and increasing development behind this. In 1720, a total of 21 hamlets were recorded within what is now the modern Borough. New churches were constructed to serve the rising population, including 3 by the architect Nicholas Hawksmoor (see Section 4).

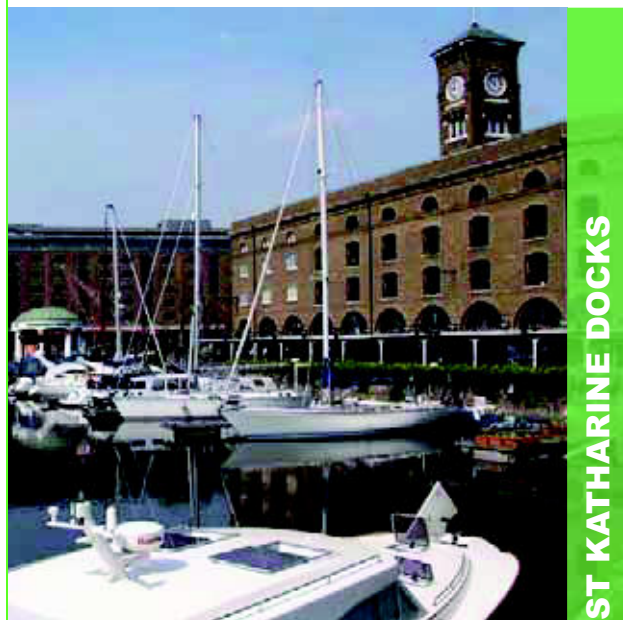
Radical Changes to the Borough's Character

It was during the later 18th and 19th centuries, however, that the increasing pace of development radically changed the character of the Borough. The general trend was one of the spread of urbanisation eastwards, and the displacement of the wealthy to the rural peace of the outer suburbs.

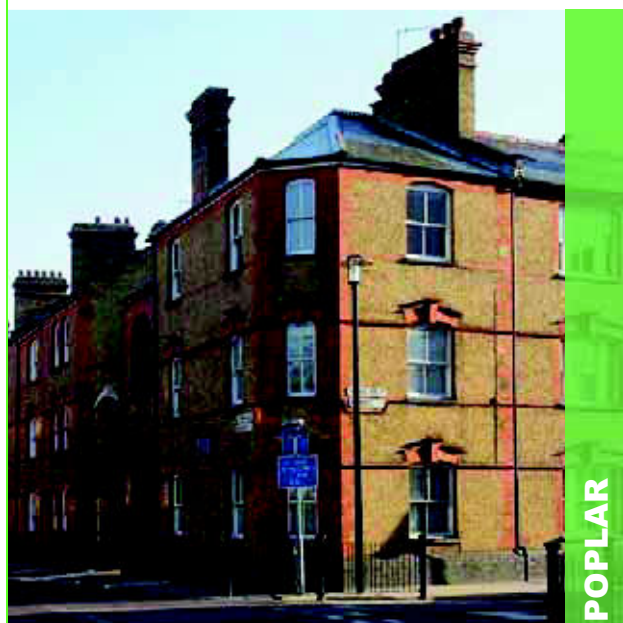
The first major development of the 19th century, which was to have a momentous impact on the Borough as a whole, was the construction of the new enclosed dock basins with large associated warehouses (including for example the internationally important West India Docks and the St Katharine Docks), to prevent delays in loading and unloading of cargoes and the associated risk of theft. These necessitated the clearance of considerable areas of pre-existing building and the displacement of significant numbers of people, which led to severe overcrowding in neighbouring areas and the development of unsanitary housing conditions.

Construction of the new enclosed dock basins, such as the internationally important West India Docks, had a momentous impact on the Borough.

The construction in 1812 of the Regent's Canal and its associated dock (now Limehouse Basin) gave access to the entire



ST KATHARINE DOCKS



POPLAR



WEST INDIA DOCKS

country's canal network, and trade through the docks soared. The riverside wharves saw a huge boom in their level of trade and activity in the later 19th century, which led to the construction of huge warehouses along the waterfront, especially at Wapping. This redevelopment of the riverside largely swept away the earlier, tighter urban grain of narrow wharves and alleys. Massive warehouses were also built along the main arterial roads, and adjacent to the railways.

Employment in the docks and associated trades also increased significantly, putting pressure on available housing, and leading to the construction of more houses. Furthermore, these houses needed to be located close to the docks given the lack of mass transport. The population was experiencing significant overcrowding and squalor in the urban areas and the docks, and the decline in the weaving industry led to significant poverty issues in the established urban areas.

The London County Council and the three metropolitan Boroughs of the area took responsibility for social housing in the Borough, and a programme of wholesale slum clearance began. The establishment of these new local authorities also led to a phase of civic buildings including town halls (such as Bethnal Green in 1909), municipal baths (such as Poplar Baths), and libraries.

Elsewhere, other developments were taking place which would also have an impact on the built environment. Several new large suburban cemeteries and noxious industries (including brewing, soap works and potash works) were built in the east of the Borough. The eastern half of the Borough, including the Isle of Dogs, had remained largely undeveloped by the mid 19th century other than along the main arterial routes, where planned estates had recently been built. However, this was set to change rapidly.

The mid century development of passenger railways into Fenchurch Street provided mass transport for workers in the city, and allowed them to live further out than was previously possible. This provided a massive

stimulus to housing development, and by the end of the century the urbanisation of the Borough was largely complete.

The population hit a peak at the turn of the 19th and 20th centuries, with trade through the docks at a high, industry along the river Lea continuing to develop, and a large portion of the population of Bethnal Green, in particular the large Jewish community, still employed in the clothing and footwear trades. As the increasingly middle class Jewish community moved out in the mid 20th century, they were replaced by the next major wave of immigration - from Bangladesh.

Decline and Regeneration

However, the area's fortunes started to change significantly, such that by 1930 it was the capital's poorest place. Bombing during World War Two aimed at the destruction of the docks had a catastrophic impact, and led to the need for an accelerated housing programme, with the Borough receiving every type of development in post-war social housing leaving a legacy of much innovative architecture. Almost half of the houses in the Borough were destroyed or damaged, leading to a mass exodus from the Borough. This left a population of only 45,000 in the 1960s, compared to 130,000 in 1901.

By 1930 this was the capital's poorest Borough.

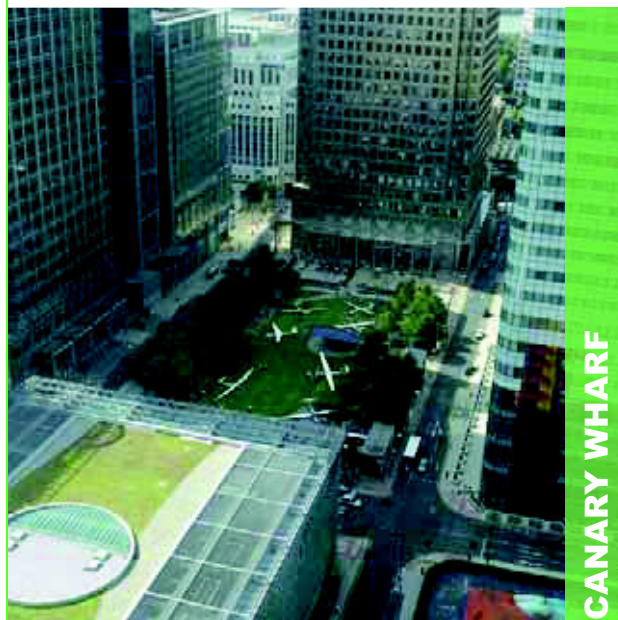
The decline of the docks began with the development of part of the East India Docks as Brunswick power station in 1946. The increasing mechanisation of cargo-handling and the lack of need for large warehouses meant that these early 19th century facilities were largely obsolete. While others were modernised and continued to operate for a while, they were eventually overtaken by the container revolution, with Felixstowe, Harwich and Tilbury taking their trade. As a result, the 1960s saw the closure of East India, St Katharine and London Docks.

The riverside warehouses of Wapping and Limehouse became redundant, and the associated industries which had located here also folded, leaving a vast area of deserted or demolished buildings.

The London Docklands Development Corporation (LDDC) was created in 1981 to address the problems of regenerating these vast redundant areas. Early redevelopment was generally focused around small scale industrial and business estates, but this changed in the later 1980s with the successful development of Canary Wharf and its large post-modern commercial architecture – today an internationally competitive financial district.

There has been an incredible surge in population in the Borough since the 1960s, and current projections suggest that the population could increase to as much as 300,000 by 2025. Regeneration is ongoing in the Borough, with the development of 43,000 new houses by 2025, with significant investment in transport that will improve accessibility to the central and eastern parts of the Borough, to the City fringe and Isle of Dogs, and with the 2012 Olympic and Paralympic Games - the single largest regeneration project in Europe and the UK.

The 2012 Olympic and Paralympic Games – the single largest regeneration project in Europe.



CANARY WHARF



REGENT'S CANAL



4

TOWER HAMLETS' HERITAGE RESOURCE



TOWER HAMLETS' HERITAGE RESOURCE

Overview and Key Messages



Section 4 provides an overview of the range of heritage resource that can be found in Tower Hamlets today, as a result of the historic development described in Section 3. This defines the scope of what the Conservation Strategy is seeking to protect and enhance, and also informs some of the challenges that the Conservation Strategy seeks to address (see Section 7).



Tower Hamlets has a wealth of heritage, of local, national and international importance - the Borough contains all or part of 50% of the World Heritage Sites in London, and in comparison to averages across the London Boroughs, it has a relatively high proportion of Scheduled Monuments, Grade II listed buildings and Conservation Areas. This heritage is also characterised by enormous diversity and variety (see Figure 4), covering all aspects of the historic environment (from visible historic buildings/structures to buried archaeology, from parks and open spaces to key views), as well as heritage collections and intangible heritage. It also focuses around a number of uses and purposes – residential and religious; maritime, trade and industrial; public (including town halls) and educational (including schools, libraries and learning centres); and recreation and leisure (such as music halls and festivals, public houses and pie and mash shops). Of particular importance to the area is its industrial heritage and industrial archaeology as well as much innovative post-war housing.



The very richness of the heritage resource at Tower Hamlets does, however, present its own challenges. It drives a need to prioritise, and to use human and financial resources as effectively as possible to maximise the protection and enhancement of that heritage.

World Heritage Sites

Tower Hamlets contains the Tower of London World Heritage Site (see Figure 5). This monument retains buildings of many periods, dating back to the White Tower of 1078. It is internationally important for a number of reasons: its landmark location to both protect and control the City of London; as a symbol of Norman power; as an outstanding example of late 11th century innovative Norman military architecture; as a model example of a mediaeval fortress palace; for its association with state institutions; and for being the setting for key historical events in European history. It is also home of the Crown Jewels.

In addition to the Tower of London, the Borough also contains the buffer zone of the Maritime Greenwich World Heritage Site, although the World Heritage Site itself lies outside the boundary of the Borough. The buffer zone includes the Island Gardens on the Isle of Dogs, which is considered to have unrivalled views of the Greenwich site from across the river.

Archaeology

Tower Hamlets is rich in prehistoric archaeology. The earliest known Londoner was buried in Blackwall approximately

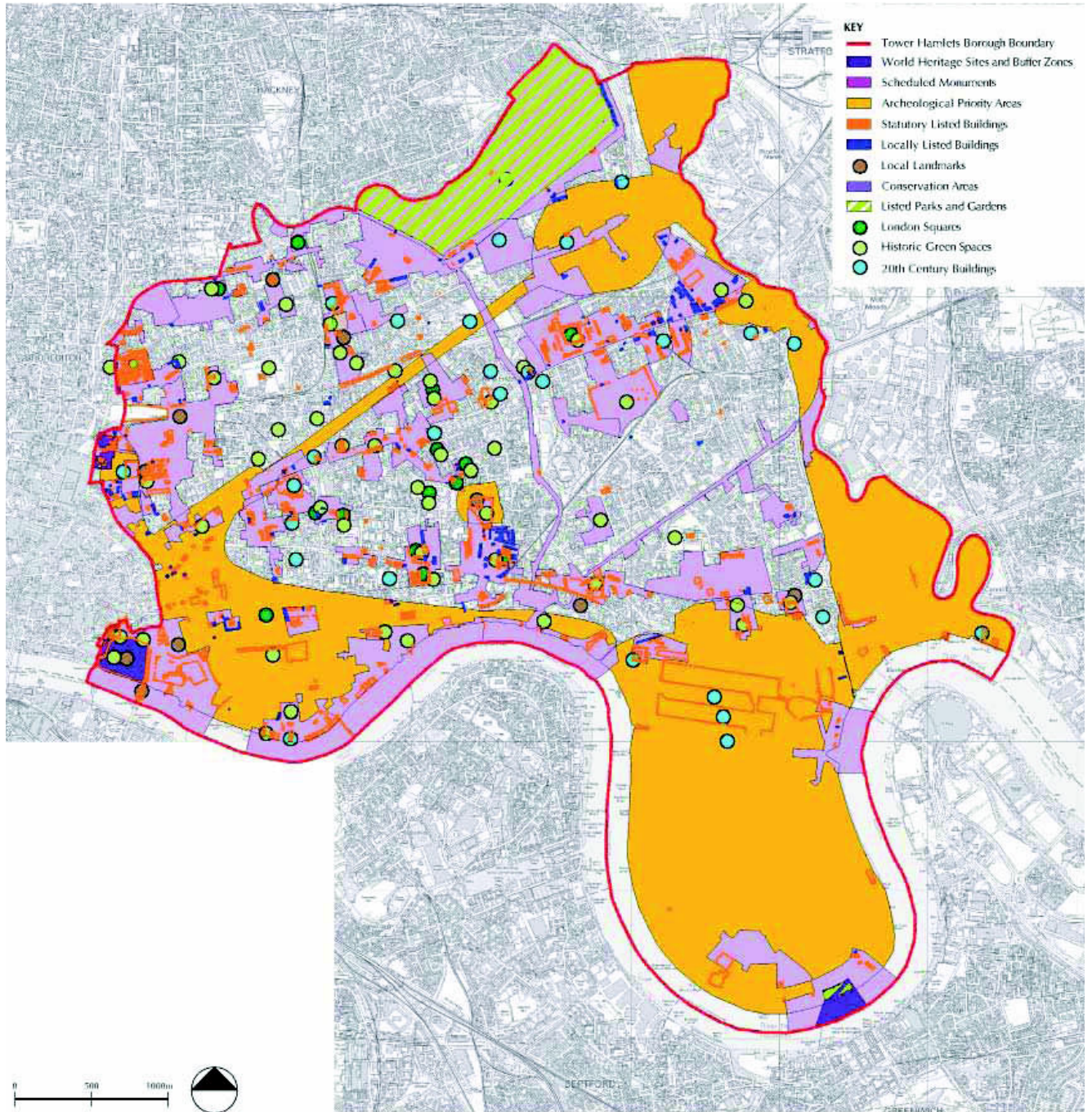


FIGURE 4

The Heritage Resource

5,000 years ago, and other evidence for later prehistoric activity has been found on several sites in the Borough, including at Old Ford, Wapping and on the Isle of Dogs, where a noteworthy Bronze Age timber structure was found. There are also important palaeoenvironmental remains in the deep alluvial deposits associated with the River Thames and Lea floodplain, which can reveal evidence of changing environmental conditions from prehistory through to the recent past.

The most impressive Roman remains found to-date in East London are the large baths recently excavated at Shadwell, together with a possible mausoleum and cemetery. A section of the Roman city wall at Tower Hill, and a section of 4th century riverside wall within the precinct of the Tower of London are the only extant Roman features of the Borough today.

Undesignated archaeology from the Saxon, early mediaeval and mediaeval periods can also be found in the Borough. There was a Saxon forerunner of St Dunstons church at Stepney, and documentary sources and excavations reveal a number of buildings pre-dating the 12th century, including: St Katharine's-by-the-Tower, swept away by the construction of St Katharine Docks; the Royal Mint to the east of the Tower, on the site of which the 14th century Cistercian abbey of St Mary Graces was built; and the Augustinian hospital of St Mary Spital to the east of Bishopsgate. Further establishments lay along the road to Colchester, including St Leonard's nunnery to the south of Bow Road, close to the crossing over the River Lea.

Other important archaeological remains include the survival of structures associated with the canals, railways, docks and other hydraulic power features -such as the Regent's Canal Dock Hydraulic Accumulator Tower.

Scheduled Monuments

Archaeological sites considered to be of national importance are sometimes included on a Schedule of Monuments (SMs) maintained by English Heritage. There are



TOWER OF LONDON

Tower of London – internationally important example of late 11th century innovative Norman military architecture and home of the Crown Jewels.



CHRIST CHURCH SPITALFIELDS

Nicholas Hawksmoor's Christ Church Spitalfields – a masterpiece of the English Baroque.

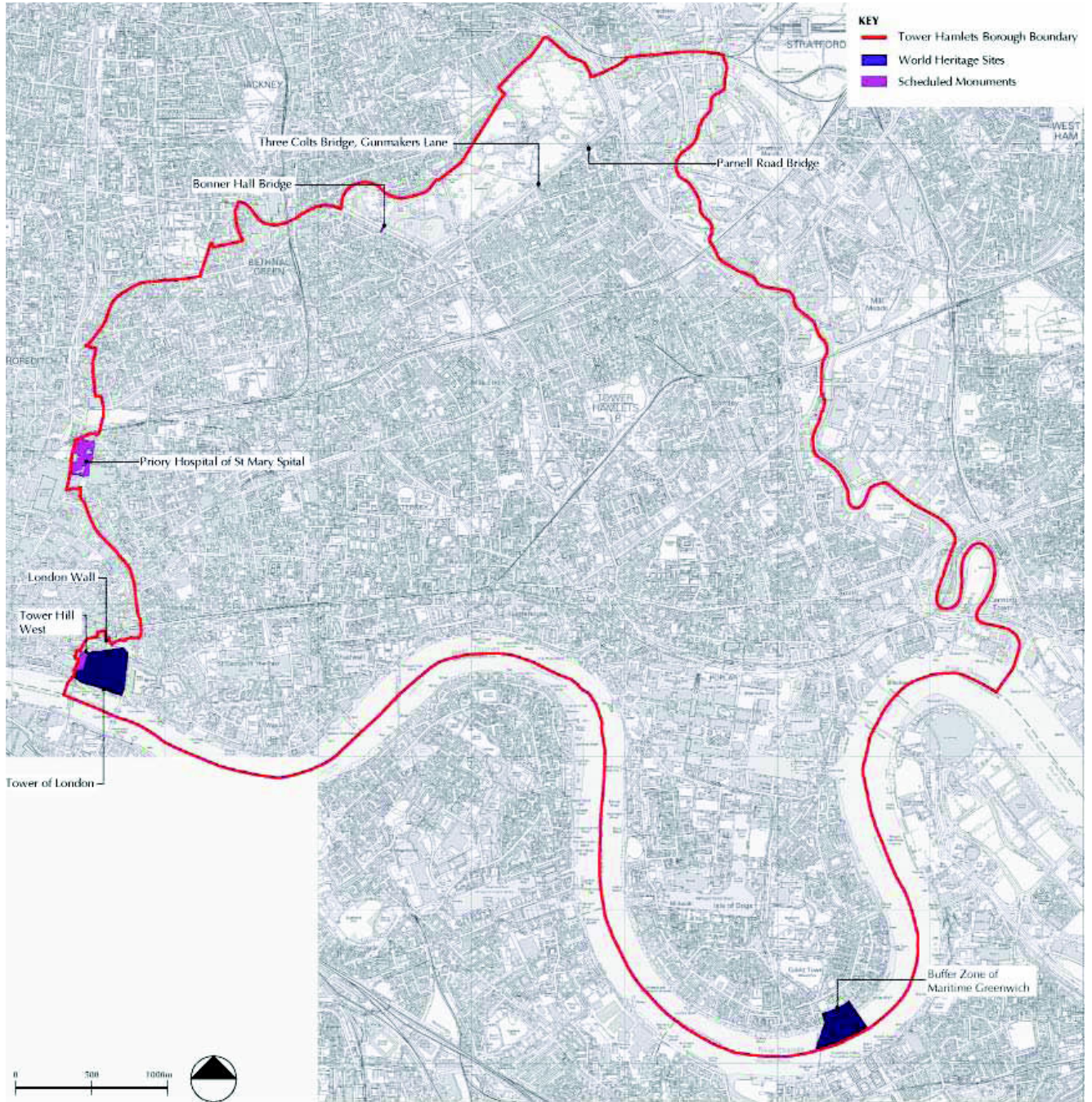


FIGURE 5

151 SMs in London, of which 7 can be found in Tower Hamlets (see Figure 5):

- Tower of London;
- Tower Hill West – adjoining the Tower of London;
- London Wall – a section of the Roman city wall at Tower Hill;
- Priory and Hospital of St Mary Spital - a hospital of St Mary attached to a house of Augustinian canons founded in 1197, and refounded in 1235 on a larger scale;
- Three Colts Bridge – 1830 cast iron bridge over Hertford Union Canal;
- Parnell Road Bridge - 1830 cast iron girder and plate deck bridge over Hertford Union Canal;
- Bonner Hall Bridge – early Victorian bridge over the Regent’s Canal, in red brick with stone voussoirs, cast iron panels and granite setts.

Archaeological Priority Areas

A number of Archaeological Priority Areas (APAs), comprising either known or potential archaeological areas, have been identified in the Borough (see Figure 6). These include potential Roman burial grounds, Roman roads and the historic cores of Old Ford, Whitechapel, Stepney and Poplar. Significant archaeological remains can also be found outside of APAs.

Listed Buildings

Buildings considered to be of national importance are included on the List of Buildings of Special Architectural or Historic Interest compiled by the Secretary of State for Culture Media and Sport, and are graded according to their level of interest:

- Grade I buildings are of exceptional, often international interest, representing only 2.5% of all listed buildings;
- Grade II* buildings are particularly important buildings of more than special interest; and
- Grade II listed buildings are nationally important and of special interest, representing 92% of the total.



JAMME MASJID MOSQUE



BROMLEY HALL



TOWER BRIDGE

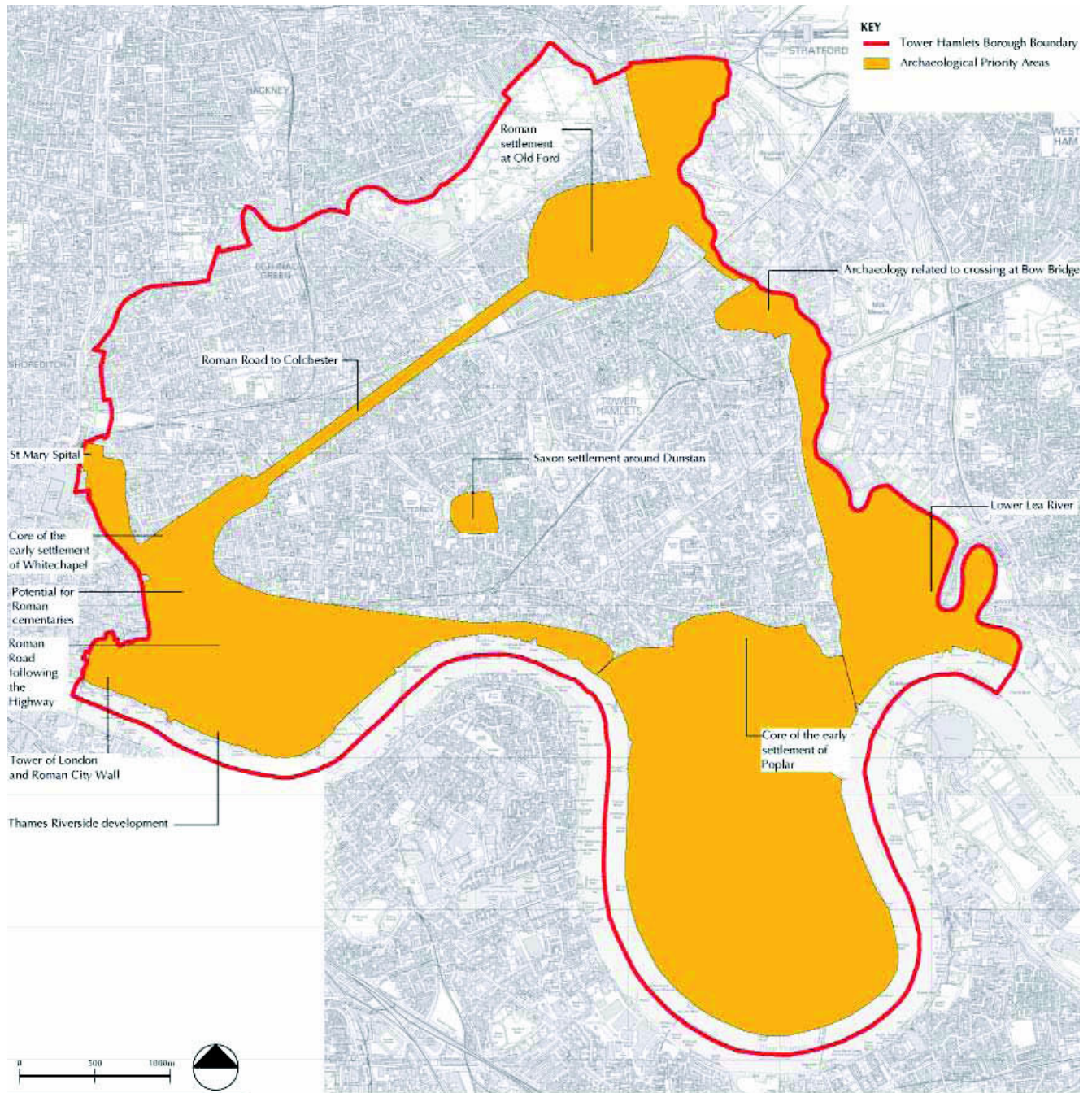


FIGURE 6

Archaeological Priority Areas

Tower Hamlets has almost 900 statutory listed buildings (see Figure 7), thought to represent approximately 2,000 individual buildings or structures (including graves). These include a diverse range of building types, dates and styles, from the medieval parish church of St Dunstan, which predates the Tower of London, Hawksmoor's Christ Church Spitalfields, a masterpiece of the English Baroque, through to Erno Goldfinger's 1960s Brutalist style Balfron Tower.

21 listed buildings are classified Grade I (and Ecclesiastical Grade A). These include:

- 6 churches - 3 early 18th century churches by Nicholas Hawksmoor (St Anne's Limehouse Parish Church, the Church of St George in the East and Christ Church Spitalfields – a masterpiece of the English Baroque), a 19th century church by Sir John Soane (Church of St John on Bethnal Green), the Saxon foundation of St Dunstan and All Saints, and the late 19th century Anglican church of St Peter in Wapping;
- 5 buildings and structures comprising parts of the Tower of London (the White Tower, the Middle Tower, outer curtain wall, the new armouries and the chapel of St Peter ad Vincula);
- 5 buildings associated with maritime and trade - warehouses, dock walls and the Blackwall Basin from the West India Docks, the Skin Floor from the former New Tobacco Warehouse and Trinity House;
- 3 structures associated with industrial heritage – Tower Bridge, Tower Bridge approach and a portion of the old London Wall; and
- Buildings and structures designed for commercial purpose (56 Artillery Lane) or public benefit (Trinity Green Almshouses and Chapel).

Grade B) listed buildings in the Borough (see Figure 8). These include the following:

- 12 religious buildings, one of which was originally built as a French Huguenot Church, converted to a methodist chapel, adapted to become the Spitalfields Great Synagogue, and is now the Jamme Masjid Mosque;
- 6 residential buildings, ranging from the early 16th century Bromley Hall to Sir Denys Lasdun's late 1950s 'cluster block' of Keeling House in Bethnal Green;
- 4 recreational buildings, including Wilton's Music Hall (the oldest music hall in London to survive in its original form), the Widow's Son Public House in Bow, the Whitechapel Art Gallery (an internationally acclaimed gallery) and the Bethnal Green Museum (re-launched as the Museum of Childhood in 1974);
- 4 industrial structures, including the 2 SM canal bridges, the Wapping Hydraulic Pumping Station and the Thames Tunnel at Wapping High Street;

Wilton's Music Hall – the oldest music hall in London to survive in its original form.

- 3 buildings or structures of public benefit, including the Merchant Seamen's Memorial, Baroness Burdett Coutts' Drinking Fountain and the Blind Beggar and his Dog bronze heraldic sculpture; and
- Buildings and structures associated with the Tower of London, with maritime and trade (including the headquarters of the Port of London Authority at 10 Trinity Square), with commerce (including the Royal Mint at Tower Hill and the Director's House in Truman Brewery) and education.

There are 37 Grade II* (and Ecclesiastical

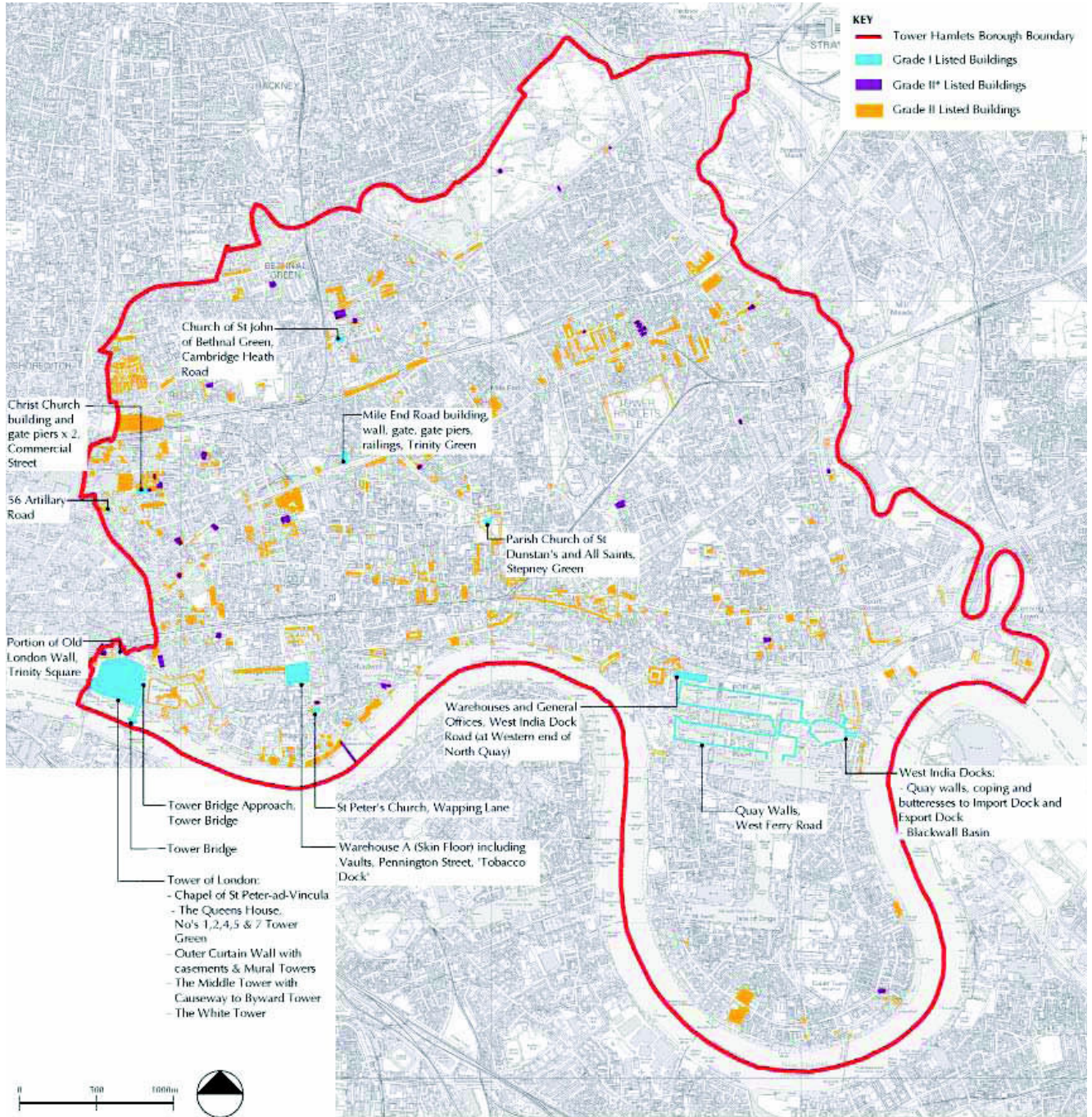


FIGURE 7

Statutory Listed Buildings Grade I

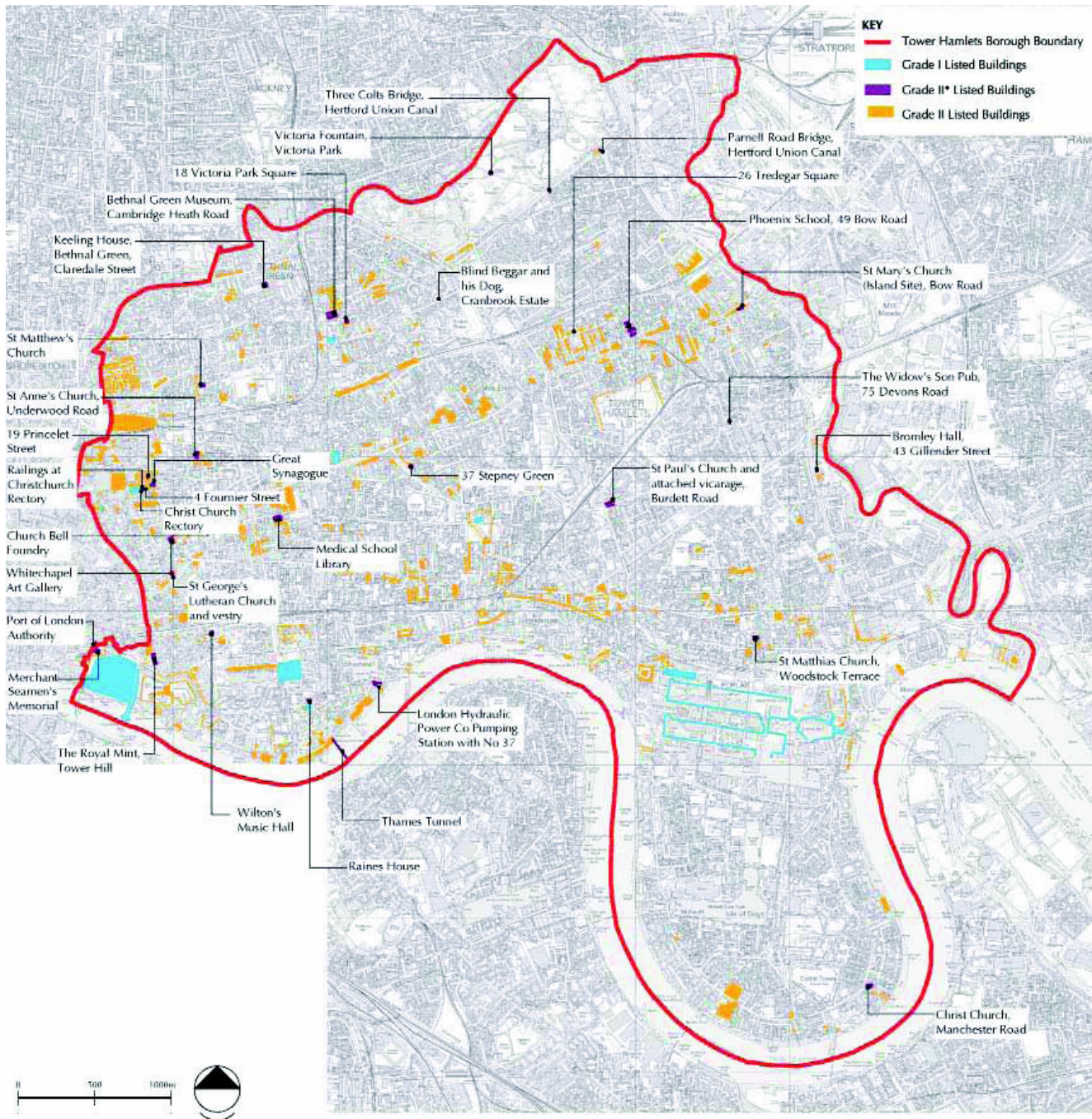


FIGURE 8
 Page 95 Statutory Listed Buildings Grade II*

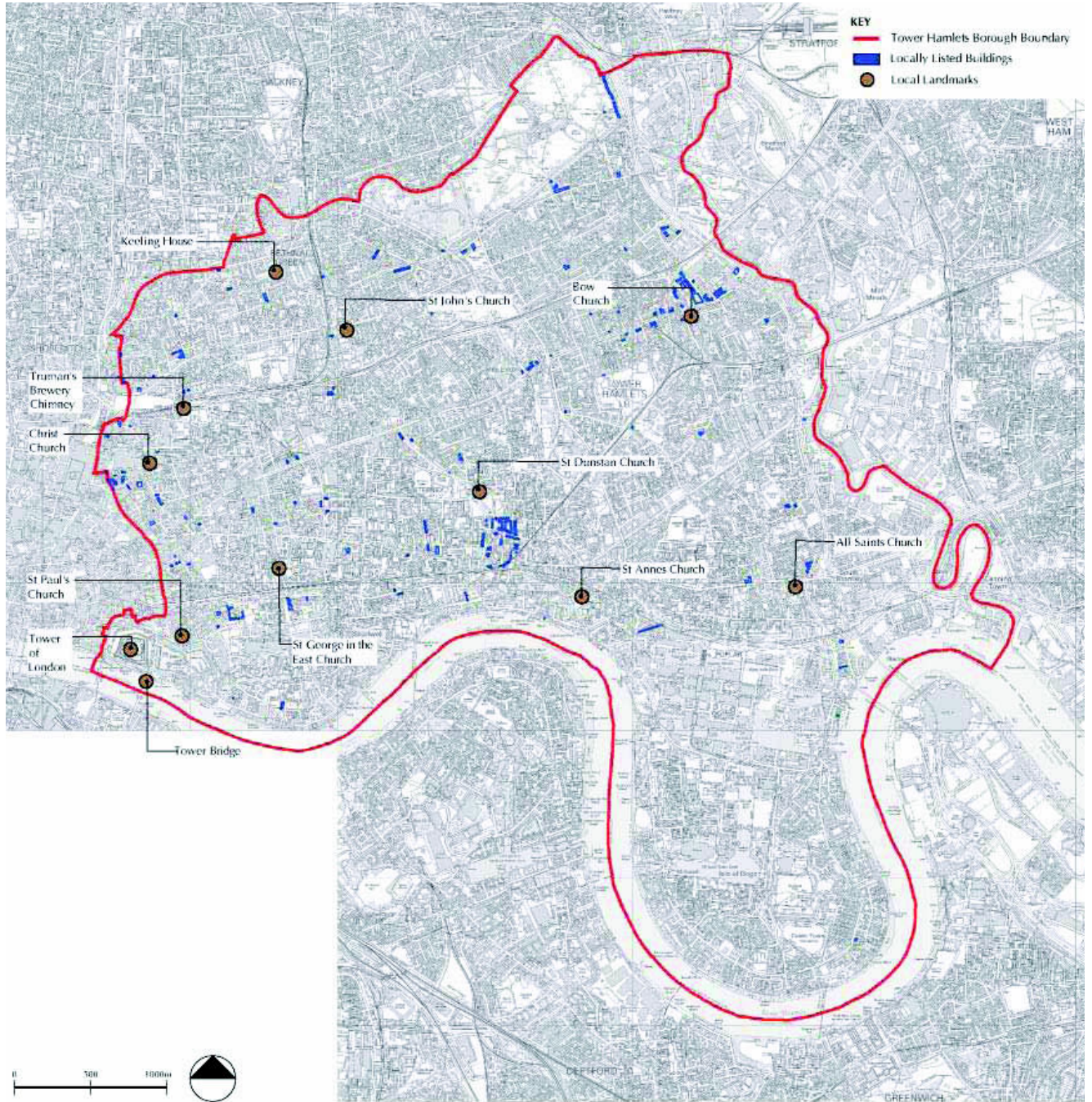


FIGURE 9

There are 828 Grade II Listed (and Ecclesiastical Grade C) entries in the Borough of Tower Hamlets. In contrast to the higher grades of designation, over half of the Grade II entries relate to residential properties. Public buildings and features are the second highest category of type, with approximately 150 examples (including bollards, telephone boxes and statues).

The list comprises approximately 50 each of religious buildings/components, recreational buildings and educational buildings (including Toynbee Hall, one of the first university settlements in the world, where similar activities are still taking place in the original buildings to this day). There are less than 70 examples of building types associated with maritime, trade and industry, despite the considerable significance of these activities to the Borough and its development.

Locally Listed Buildings

The Council also keeps a list of buildings considered to be of local historic, architectural or environmental interest. These designations generally recognise buildings which are considered to make a positive contribution to the townscape character of the Conservation Area within which they are situated. There are approximately 400 locally listed buildings in Tower Hamlets (see Figure 9), including Wapping Sports Centre and the Royal Cricketers Public House (now flats). These are broadly spread across the Borough, with the exception of the Isle of Dogs. The List is publicly available, but not through the website.

Local Landmarks and Strategic Views

In addition to locally listed buildings, the Core Strategy Research Report identified a number of local landmarks (see Figure 9). These landmarks were considered valuable for their contribution to the local scene. They comprise prominent buildings of townscape merit which form local landmarks and skyline features, and which contribute

to the townscape and historic character of Tower Hamlets.

9 landmarks were identified under the Unitary Development Plan (saved policy DEV8):

- St Anne's Church, Limehouse;
- Tower of London;
- Tower Bridge and elevated walkway;
- All Saints Church, Poplar;
- St Paul's Church, Shadwell;
- St George in the East;
- Christchurch, Spitalfields;
- St Dunstan's Church, Stepney; and
- Truman's Brewery Chimney, Brick Lane.

A further 3 local landmarks were identified for protection through internal consultation with the Development, Design and Conservation Team in the development of the Local Development Framework (LDF) submission policies:

- Keeling House, Bethnal Green;
- St John's Church, Bethnal Green; and
- Bow Church, Bow.

Within the revised London View Management Framework (LVMF) associated with the 2009 London Plan, only one important view in the Borough has been identified for protection - the view from Island Gardens across the river towards the World Heritage Site at Greenwich. The LVMF does, however, also identify strategic views of the Borough, notably View 25 of the Tower of London from Queen's Walk, responsibility for the management of which rests primarily with Tower Hamlets.

Elsewhere in the Borough, views and vistas are considered in all Conservation Area Character Appraisals, and views from outside the designated areas which contribute to the special character of the area have been identified for protection under the designation – for example views of St Anne's Church in Limehouse. During the development of the LDF the Council identified views of four landmarks outside the Borough that they would seek to

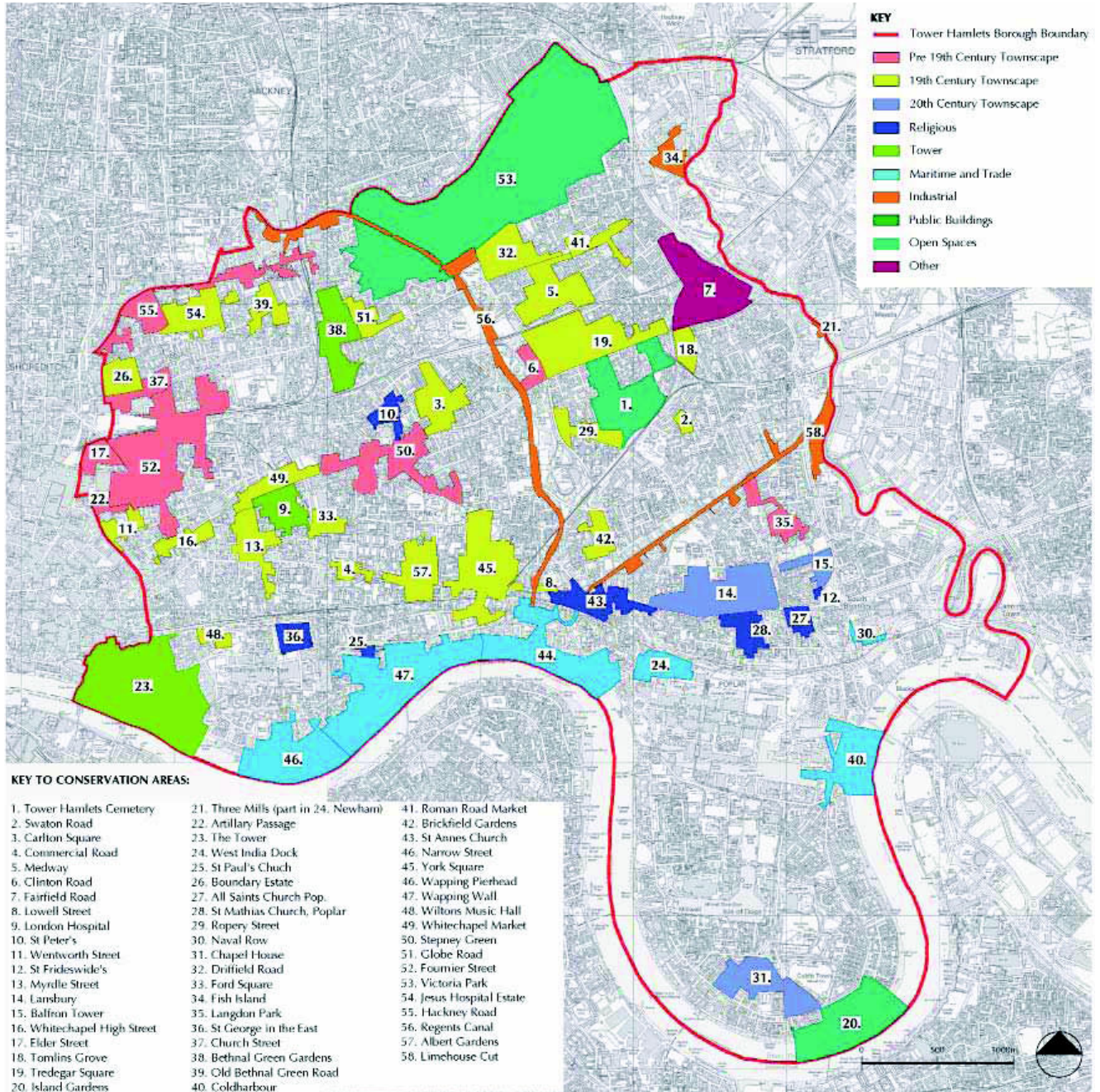


FIGURE 10
Conservation Areas

- National Westminster Tower in the City of London;
- St Paul's Church Deptford in Southwark;
- St Mary's Church, Rotherhithe in Southwark; and
- Royal Naval College in Greenwich.

In addition, the view from the General Wolfe Statue (in Greenwich) over the Isle of Dogs has also been identified as important.

Conservation Areas

Local Authorities have a duty, under Section 69 of the Planning (Listed Buildings and Conservations Areas) Act 1990 to designate 'areas of special architectural or historic interest, the character or appearance of which it is desirable to preserve or enhance'. Tower Hamlets has **58 Conservation Areas** covering c.30% of the total area of the Borough (see Figure 10).

The size and character of the Conservation Areas varies enormously. Some Conservation Areas are very small (such as St Paul's Shadwell which comprises only the church, its grounds and a small section of the quayside to Shadwell Basin), while others are very large (such as the extensive Victoria Park). Some have a uniform character (such as Tredegar Square), while others are more varied in character (such as Brick Lane and Fournier Street, which retains the intimate proportions of the old 17th century network of streets but also includes the most important early Georgian quarter in England). More than 30% of Conservation Areas have been designated for their essentially 19th century residential townscape character. Equally some very innovative modern buildings have been protected by Conservation Area status and Listings; for example at Balfron Tower by Erno Goldfinger and Keeling House by Denys Lasdun.

In addition to the Conservation Areas identified above, a further 2-3 areas, focused around the theme of water and water bodies (including canals), are being considered for designation in the near term.

Historic Landscapes, Gardens, Squares and Waterways

Four parks within the Borough are included on the English Heritage Register of Parks and Gardens of Historic Interest in England and Wales, and are therefore of national importance (see Figure 11):

- Victoria Park (Grade II*) – this was created by an Act of Parliament in 1841, following a 30,000 signature petition to Queen Victoria. The petition called for green space for healthful recreation within the overcrowded and unhealthy East End. The Council is currently applying to the Heritage Lottery Fund (HLF) for funding to restore the Park, under the Parks for People Scheme;
- Island Gardens (Grade II) - a strip of river frontage originally used for manufacturing and ship repair, this was saved by the Admiralty from redevelopment as part of the 1842 Cubitt Town, to preserve views across the river to what is now the Maritime Greenwich World Heritage Site;
- Boundary Gardens (Grade II) – this was laid out by LCC as the centrepiece of the Boundary Estate in the early 1900s; and
- Museum Gardens (Grade II) - part of Bethnal Green 'Poor's Land' Trust, this comprises a remnant of a former medieval green, and was opened to the public by the government in 1875. It was then joined with open space to the south that was acquired by LCC in 1895, and the combined space was called Bethnal Green Gardens.

The London Inventory of Historic Green Spaces lists **68 open spaces of historic interest** in the Borough (see Figure 11). Some comprise the remnants of medieval greens, such as Stepney Green Gardens and Mile End Waste, while other areas result from slum clearance or bomb damage, such as Weaver's Fields. A number of others, such as Poplar Recreation Ground and St

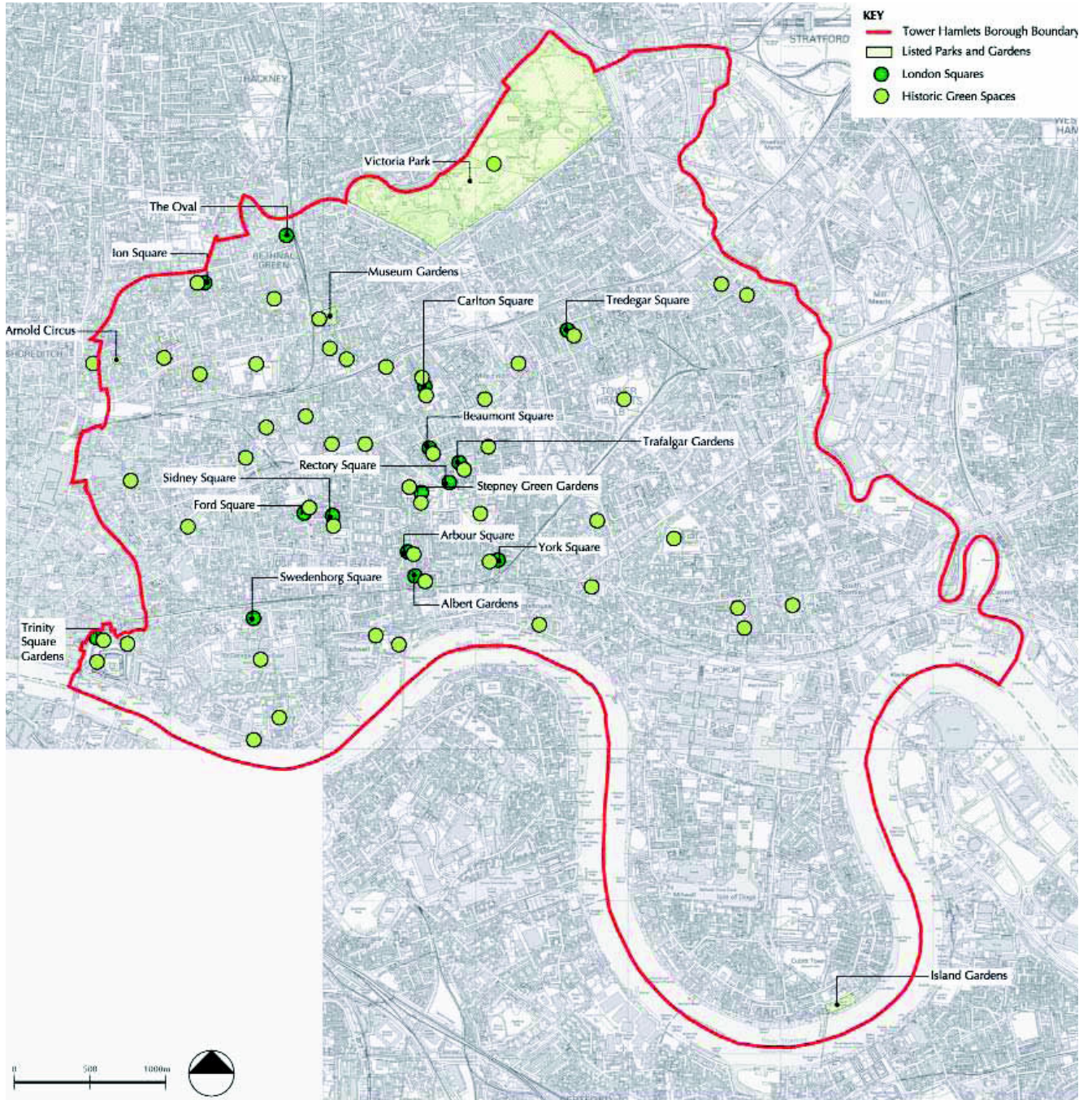


FIGURE 11

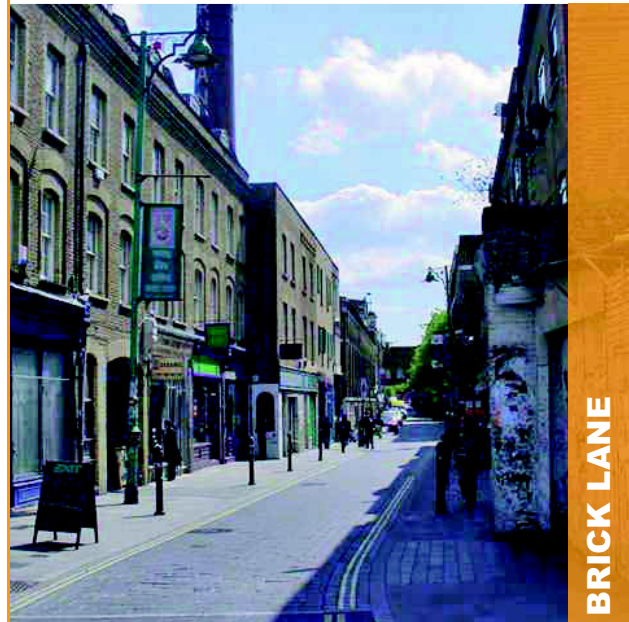
grounds which were opened as public gardens in the 19th century.

More formal urban squares, such as Carlton Square Gardens and Tredegar Square Gardens, were laid out in the 19th century in association with planned developments. Only a limited number of parks in the Borough were designed and created as such, but those that do exist include important examples such as Victoria Park and Island Gardens. The Borough also contains **16 squares that have been designated** according to the London Squares Preservation Act of 1931 (see Figure 11).

In addition to the resources identified above, Tower Hamlets also contains some important parks, gardens and open spaces that are not designated. For example, the Borough has two historic playgrounds – the Henry Moore Play sculpture in Dora Street and the playground at the foot of Balfron Towers (potentially designed by Goldfinger) – and a number of city farms. It also contains an important cemetery – the Tower Hamlets Cemetery Park, which was opened in 1841, and which is one of London's Magnificent Seven Cemeteries.

In addition to specific locations, it is also important to consider the broader historic landscapes that can be found in the Borough. Green infrastructure is a key component of the urban grain of the historic environment of the Borough. Street trees, for example, were an important component of planned developments, such as the Chapel House Estate at the south end of the Isle of Dogs. Tower Hamlets also contains numerous historic statues, street furniture (including street signs and street ironwork) and war memorials that form an important part of the urban landscape.

In addition to its green infrastructure, the Borough also has an important network of Blue Infrastructure in its canals and waterways. Some of these have already been designated including, for example, the Regent's Canal and Limehouse Cut, which are both Conservation Areas.



BRICK LANE

Brick Lane and Fournier Street Conservation Area – includes the most important early Georgian Quarter in England.



TOWER HAMLETS CEMETERY PARK

Tower Hamlets Cemetery Park – one of London's Magnificent Seven Cemeteries.

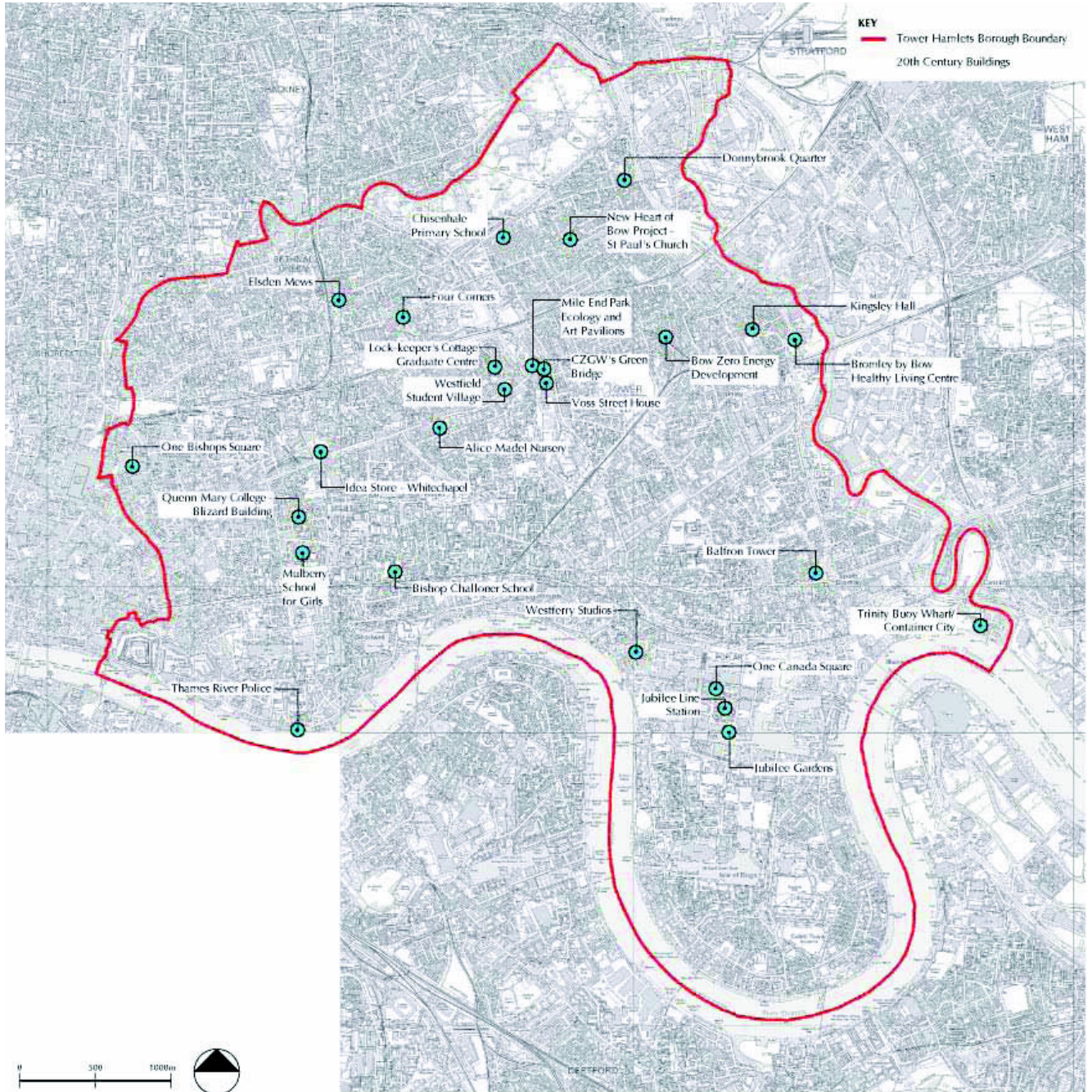


FIGURE 12
Modern Architecture

Modern Architecture

Parts of the Borough have also attracted some significant post-war developments often by important architects (see Figure 12). This particularly includes much innovative public housing developments. Many of these are not currently designated or afforded official recognition or protection, but they are an important part of the built environment and the distinctiveness of the Borough.

The modern buildings at Canary Wharf, including Cesar Pelli's iconic tower at One Canada Square, are an important group, and form a very significant component of the urban townscape – they are visible from many miles away in several directions, as well as from many places within the Borough.

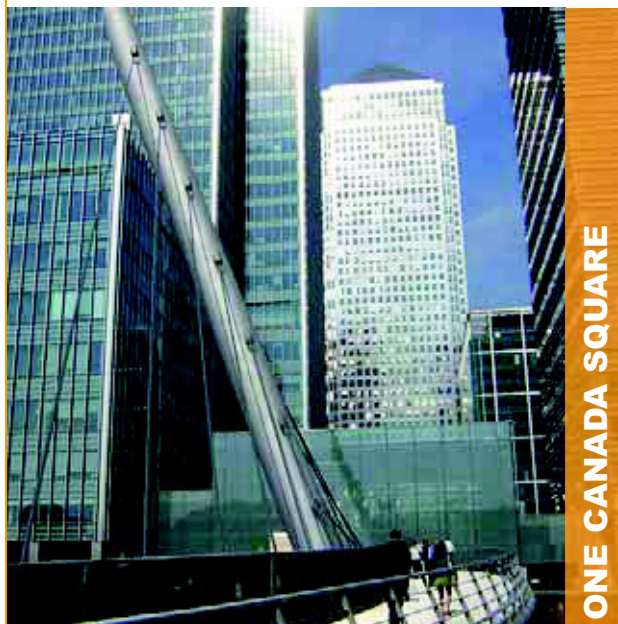
Another group of high quality modern buildings are those on the Queen Mary University Campus at Mile End. These buildings, together with the Mile End Ecology Park and Pavilions and CZGW's 'Green Bridge' (which connects two areas of a green corridor over the busy Mile End Road), form an important focus of significant built heritage value.

In addition, the 'Idea Store' at Whitechapel, the new buildings and redevelopment at the London Hospital and the new Jubilee Line station at Canary Wharf are all high quality components of the Borough's modern heritage.

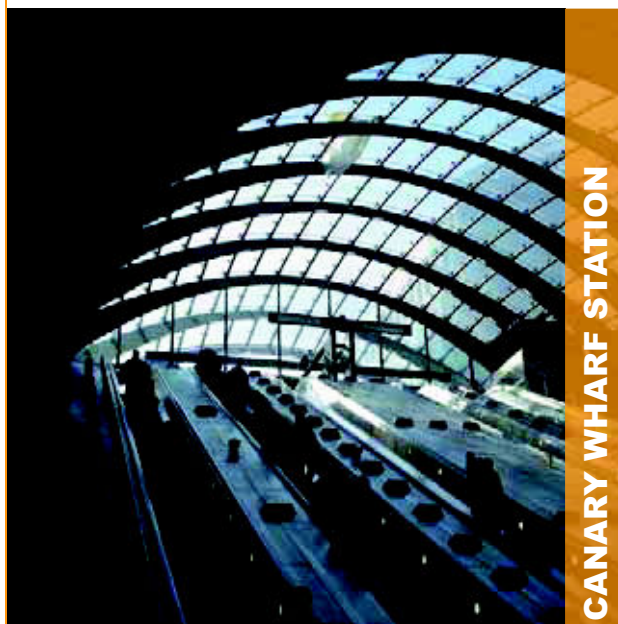
Intangible Heritage

UNESCO defines intangible heritage as: 'includes traditions or living expressions inherited from our ancestors and passed on to our descendants, such as oral traditions, performing arts, social practices, rituals, festive events, knowledge and practices concerning nature and the universe, and the knowledge and skills to produce traditional crafts'.

The significance of many places lies not in their bricks and mortar, but in the activities



Cesar Pelli's iconic tower at One Canada Square.



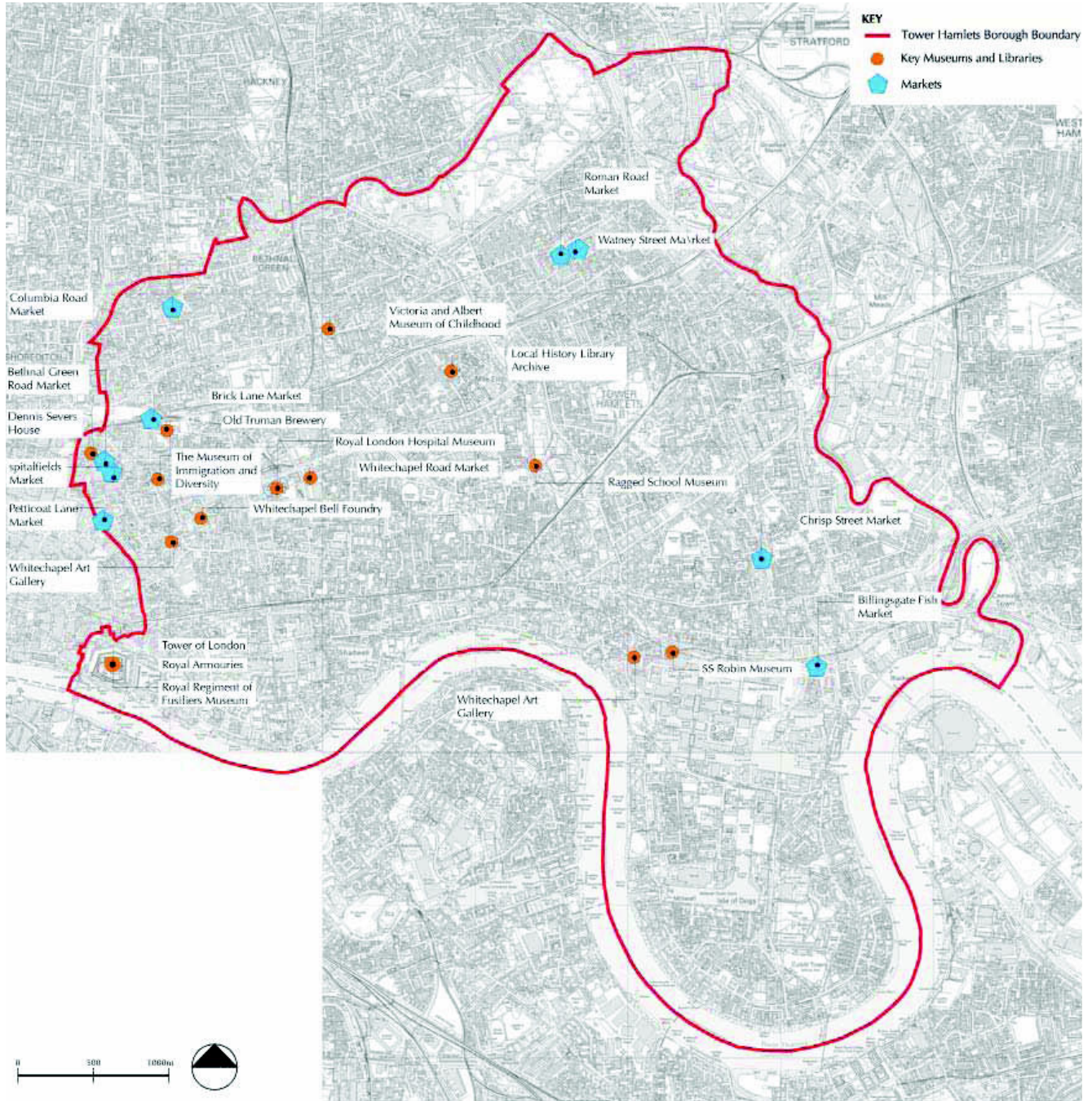


FIGURE 13

Museums, Libraries and Markets

that took place within and around them, and in the lives of the people who dwelt or worked in them. The value and interest of buildings can be far greater if their use, and the histories and different perspectives of the people who used them, both historically and today, are understood and recorded for posterity. The names of buildings and areas is also an important part of this.

Programmes of Oral History recording, such as that carried out by the Eastside Community Programme or recordings published in part in the Mile End Old Town Residents' Association Changing Places book in 2001, can add considerable value to the heritage resource of an area.

In addition, the Borough's intangible heritage also includes the range of key contemporary events and festivals taking place in the Borough today (such as the Baishakhi Mela in Banglatown in Brick Lane), and other performing arts, social practices and traditional skills (such as carpentry).

Markets

Tower Hamlets has a range of covered and street markets, which make an interesting and dynamic contribution to the Borough's townscape and to its local communities (see Figure 13). They are considered to be an important force in the promotion of social cohesion and local economies, and in the provision of affordable goods.

Covered markets include the historic Spitalfields Market, dating back to the 17th century, and the more recently established market occupying part of the Old Truman Brewery site. Street markets give considerable vibrancy to the street scene of parts of the Borough and some, such as Petticoat Lane, have considerable longevity. Others, such as Crisp Street, Roman Road and Whitechapel Market (a large vibrant market popular with the Bangladeshi community), provide an important local resource, while Brick Lane and the Columbia Road Flower Market attract large numbers of visitors from outside the area.



SPITALFIELDS MARKET

Spitalfields Market dates back to the 17th century.



WHITECHAPEL BELL FOUNDRY

Whitechapel Bell Foundry – the oldest manufacturing company in Britain and a source of world famous bells such as Big Ben and the Liberty Bell.

Heritage Collections

Museum Objects

The heritage of the Borough, together with information on its history, is preserved and celebrated through the objects and activities of a number of museums (see Figure 13):

- Museum of London Docklands – tells the history of the River Thames and Docklands, and occupies part of a Grade I listed ‘low’ warehouse at West India Docks;
- Ragged School Museum – tells the story of East London from the Victorian to present times, and includes a recreation of one of Dr Barnardo’s original classrooms;
- Royal London Hospital Museum - covers the history of health care in the East End since the 18th century;
- Dennis Severs House – a living museum which re-creates life in a former Huguenot silk weaver’s house;
- Whitechapel Bell Foundry – a small museum providing the history of the foundry, the oldest manufacturing company in Britain and a source of world famous bells such as Big Ben and the Liberty Bell;
- Museum of Immigration and Diversity (19 Princelet Street) – a museum celebrating the waves of immigration in the Borough, located in a Grade II* listed building which was formerly the house of a Huguenot silk weaver merchant and then a synagogue;

Other significant museums with more universally-themed collections include:

- Tower of London – as well as being a World Heritage Site, the Tower of London also contains important collections, including the Crown Jewels (part of the Royal Collection);

- Royal Armouries – part of the Royal Armouries’ collection is located in the Tower of London’s White Tower, including two permanent public displays on the Line of Kings and the Spanish Armoury, the personal armoury of Henry VIII and displays on more modern weapons and armours;
- Royal Regiment of Fusiliers (London) Museum – which covers the history of the Royal Fusiliers (City of London Regiment) from 1685 to 1968 and of the Royal Regiment of Fusiliers from 1968 onwards;
- Whitechapel Art Gallery – an internationally acclaimed venue founded in a purpose-built, Grade II* listed Arts and Crafts building in 1901 to bring great art to the people of East London; and
- Victoria and Albert Museum of Childhood - formerly the Bethnal Green Museum, housed in an iron and glass building relocated from South Kensington, with a new entrance foyer.

Reference Libraries and Archives

The Borough also contains a number of archives that hold information on Tower Hamlets’ history and heritage – most notably the Local History Library and Archives at Bancroft Road. The Library holds records from the oldest Saxon settlement in Tower Hamlets to the present day, and part of the Library is also the oldest surviving local government building in the Borough.

Whitechapel Art Gallery – an internationally important venue.

The Library plays an important role in collecting, preserving and making publicly accessible the histories of the Borough. Over the next five years it will be redeveloped into a heritage centre for the Borough - a hub for the preservation of, and

access to the Council's archive collections, and for promoting learning and participation in local heritage, including intangible heritage.

In addition to the Local History Library and Archives, there are also a number of other archives in the Borough, including for example archives associated with the Women's Library and the Royal London Hospital Trust, and community archives such as those held by Eastside Community Heritage and the Swadhinata Trust.





5

BENEFITS OF THE HERITAGE RESOURCE



BENEFITS OF THE HERITAGE RESOURCE

Overview and Key Messages



Section 5 outlines some of the key benefits that the heritage resource already brings to the Borough and its communities. This demonstrates why there is broad value in protecting and enhancing the heritage resource, and identifies areas where the heritage resource could bring further benefits to the Borough. These areas inform the Conservation Strategy Goals and

Work Plan Objectives in Section 8.



The benefits associated with Tower Hamlets' heritage resource are wide-ranging. The heritage resources help create a sense of place and build local pride, thereby attracting workers, residents and visitors to the Borough. It provides volunteering, learning and recreation opportunities, and thereby contributes to improved social inclusion and cohesion. It provides

important environmental benefits to local communities who suffer from high population densities and significant health issues. It has a tradition of adaptive re-use that supports the Borough's sustainability agenda, and that also contributes to the ongoing sustainability of local communities. It also contributes to tourism and economic development.



Many of these benefits are aligned with the Borough's broader strategic priorities – with the Tower Hamlets Community Plan 2020 and the Core Strategy 2025. As a result, further realisation of these benefits has been incorporated into the Strategy Goals and Work Plan Objectives of the Conservation Strategy.

Sense of Place and Distinctiveness

The history and heritage of Tower Hamlets is seen as an important component of what makes the Borough a distinctive and special place. It contributes to a cohesive sense of identity and community for the Borough, and also helps attract workers, residents and visitors. This is brought out in key planning documents, promotional materials and in comments by key community and amenity groups.

The Core Strategy 2025 makes explicit reference to the potential benefits of heritage in fostering a sense of place. The key spatial vision for the Borough (Reinventing the Hamlets) is derived from an understanding of the historic development of the hamlets and the

wider Borough (as set out in the historic characterisation work), and their reinvention is seen as a key tool in protecting and enhancing the Borough's unique character.

Similarly, promotional material for London Eastside (a brand name created by the business tourism team in the Council to promote the wide range of venues and services in east London to the business community) emphasises the uniqueness of the area, with its blend of cutting edge design with some of the oldest parts of London.

The importance of retaining this special character of Tower Hamlets, and of protecting the East End heritage and the positive local identity and sense of place that it provides, also emerged during consultations on the Core Strategy 2025

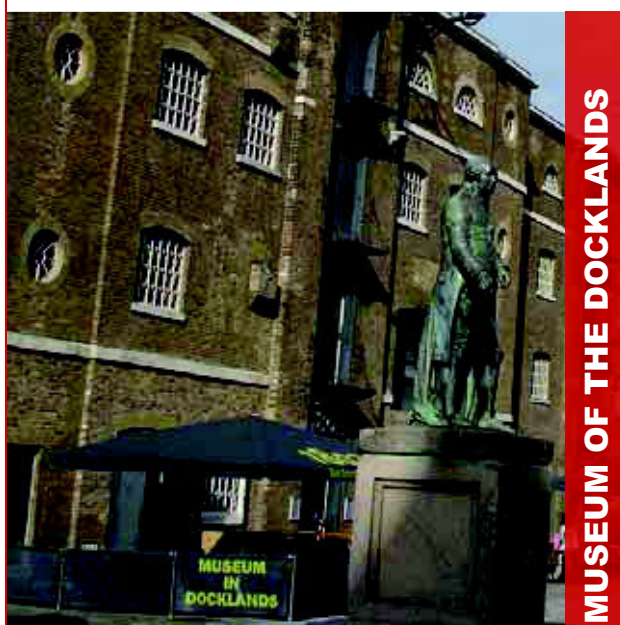
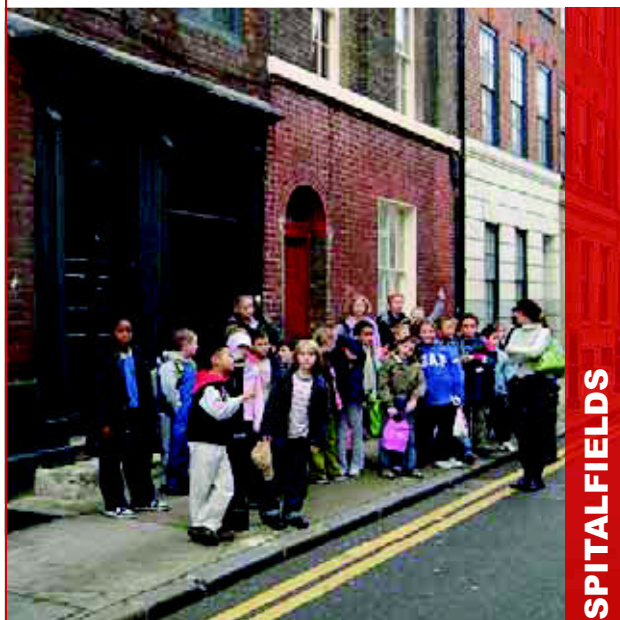
Culture, Learning and Social Inclusion

The heritage resource can also play an important role for local residents, schools and communities, in terms of learning and volunteering opportunities, as a venue and resource for cultural activities, and by contributing to improved social inclusion. Much of this focuses at present around the Tower of London, the key museums in the Borough, and the Local History Library and Archives. A residents survey for Tower Hamlets that was carried out during 2006/7 revealed that almost 40% of respondents had visited a museum or gallery at least once during the prior 6 months – broadly comparable to inner London averages and a significant improvement on the almost 20% from 2003/4.

There are also a number of leaflets and booklets that have been developed on various aspects of the heritage of the Borough, including:

- East London Heritage Trails;
- Brief history of the Docklands, station by station on the Docklands Light Railway;
- Historic churches in Docklands and East London;
- A celebration of architecture in London's East End;
- Conservation and regeneration in London Docklands, with information on Docklands heritage.

Local history resources, such as books and maps, are for sale at the Local History Library and Archives, and also through the East London History Society website. The Council website also has listings on festivals and events that take place at a variety of venues across the Borough, and VisitLondon has a page dedicated to discovering Tower Hamlets on its website (<http://www.visitlondon.com/areas/villages/discover-tower-hamlets>).



Green Infrastructure and Environmental Benefits

As well as providing cultural and learning opportunities, the historic parks and open spaces, trees and landscapes in the Borough also provide important environmental benefits to the local communities in Tower Hamlets. As a Borough with one of the highest (and rising) population densities in London, green infrastructure is a particularly valuable resource. Its generally free and open access contributes to the health and well being of individuals, and to community cohesion and social inclusion, by providing meeting places. It also enhances the visual appearance of the Borough.

Adaptive Reuse and Sustainable Development

The successive waves of development and immigration have created a tradition of adaptive re-use that supports the Borough's sustainability agenda. A number of historic buildings have been adapted and re-used for a variety of purposes – whether as premises for small businesses or creative industries, for larger commercial enterprises or recreation, or for museums, places of worship and other community uses. As well as helping to reduce the Borough's carbon footprint and increase its energy efficiency, these new purposes also contribute to the ongoing sustainability of local communities.

The old Truman Brewery site – once the largest brewery in London, and today the creative hub of London's East End.

The old Truman Brewery site is a good example of this. It was once the largest brewery in London, and the Director's House within the site is a Grade II listed building. Today, it is the creative hub of London's East End – twelve years of sensitive regeneration and investment have transformed over 10 acres of vacant and

derelict buildings, and more than 200 small, creative businesses, together with retail, leisure and unique event space, are now housed at the site.

Tourism and the Visitor Economy

The heritage resource in Tower Hamlets already contributes to tourism and economic development in the Borough, although at present most of the benefits tend to be concentrated around a small number of 'honeypot sites':

- The Tower of London is the largest heritage visitor attraction in the Borough, with nearly 2.2 millions visits/year;
- The newly extended Whitechapel Art Gallery anticipates increasing annual visitor numbers from c.250,000 to c.500,000 visits/year;
- The Victoria and Albert Museum of Childhood has over 250,000 visits/year; and
- The Museum of London Docklands has over 100,000 visits/year.

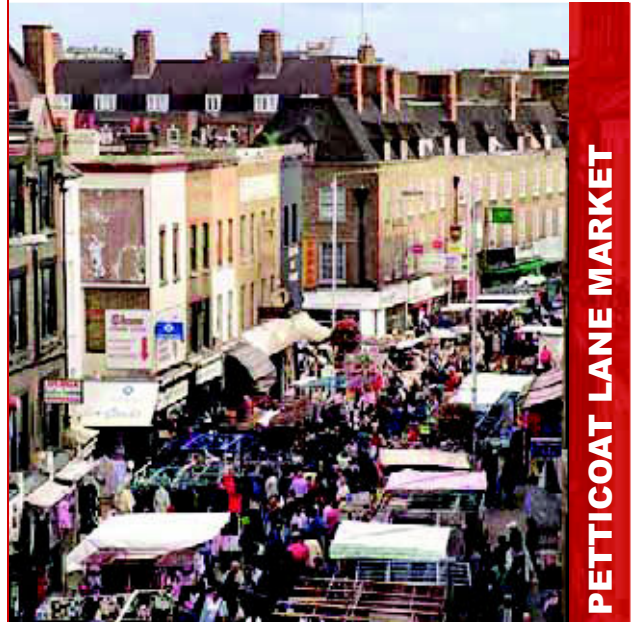
The Tower of London receives nearly 2.2 million visits/year.

In addition, the range of covered and street markets (most notably Petticoat Lane, Spitalfields and Columbia Road) also attracts visitors from beyond as well as within the Borough, as do major retail, restaurant and entertainment areas such as Brick Lane, and water associated heritage resources such as the St Katharine Docks complex.

Going forward, there is emphasis on encouraging visitors to explore more of the Borough's assets. As part of this, a link is gradually being made between the Tower of London and Spitalfields, with new public space opened up between the two. In addition, new guides and leaflets have

recently been published that promote the East End as a destination, including the Quirky Shopping Guide to London Eastside (which references the covered and street markets), and TimeOut's DIY East.

“St. Katharine Dock... in the last 40 years has proved such a successful example of heritage as a catalyst for local regeneration”
– consultation response



PETTICOAT LANE MARKET



6

CARING FOR THE HERITAGE RESOURCE



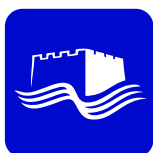
CARING FOR THE HERITAGE RESOURCE

Overview and Key Messages



Section 6 focuses on how the heritage resource outlined in Section 4 is currently managed and protected.

It provides an overview of the role of the Council and other key relevant bodies in conservation management and promotion, and an overview of the current system of heritage protection in England. In doing so, it also helps to highlight any key gaps in heritage protection and management that particularly affect Tower Hamlets and the unique heritage resource that can be found here – gaps that have been identified as challenges in Section 7, and that have informed the development of the Conservation Strategy's Goals and Objectives in Section 8. This Section also informs the accountabilities for delivering the Conservation Strategy, as set out in the Implementation Plan.



The heritage resource is owned, managed and used on a day to day basis by a variety of organisations, but the Council has a key role to play in managing and sustaining the heritage at an overall level.

Within the Council, this role is carried out primarily through the Development, Design and Conservation Team, but there are also a number of other key stakeholders that have an important role to play, including other Council departments, external stakeholders, statutory agencies and voluntary organisations. There are a number of tools already in place to protect the Council's heritage resource, particularly those of international and national importance. This includes the system of planning consents, and the recognition of some heritage resources as material consideration in planning terms. Going forward, the Government has recently issued a new Planning Policy Statement 5 (PPS 5) on Planning for the Historic Environment, which emphasises the importance of focusing on the significance of a heritage resource, and the importance of integrating conservation into sustainable development and the wider planning context.



The wide variety of organisations that directly impact, or are impacted by, the heritage resource drives a need for a co-ordinated and integrated approach to heritage, to maximise its potential protection and enhancement.

Although there are a number of systems and tools already in place to secure the protection of the Borough's heritage, there are still a number of areas where protection is currently less effective – for example, in relation to locally important heritage, and to smaller works that could incrementally degrade the special character of a heritage resource, and therefore its significance. The Government's recently issued PPS 5 encourages alignment between the Conservation Strategy and the Borough's broader strategic priorities, and further underlines the importance of an integrated approach.

The Role of the Council

The heritage resource is owned and managed on a day to day basis by a variety of different organisations, but the Council has a key role to play in managing and sustaining the heritage at an overall level. It manages the Borough's archaeology on the specialist advice from English Heritage's Greater London Archaeological Advisory Service.

The Council takes the lead role in securing the conservation of the heritage of the Borough. It handles applications for planning permission and Listed Building consent. It has the power to ensure that Listed Buildings are kept in satisfactory repair, and it can take action if unauthorised demolition or alterations take place. It designates Conservation Areas and maintains a list of buildings of Local Interest, and has an important role to play in planning enforcement.

Within the Council, this role is carried out primarily through the Development, Design and Conservation Team, which is part of the Council's Development and Renewal Directorate. The Development, Design and Conservation Team currently comprises 6 staff members, some of who have conservation and urban design qualifications. The Team's principal functions include the following:

- Heritage and conservation, including heritage improvement projects and their delivery;
- Preparation of conservation and urban design strategies;
- Providing planning application and pre-application advice;
- Development briefs, frameworks and implementation;
- Design and conservation input into corporate initiatives;
- Enabling and partnership working.

The team have focused on reducing, and dealing more efficiently with, the volume of conservation traffic that typically comes through on a day to day basis

(such as requests around grants, listed buildings, and enforcement). For example, a pre-application plan process has been established that encourages people to send emails, photos and any relevant information in advance of a meeting. This has played an important role in improving the quality of interactions with Council, and in improving the quality of the applications. In addition, a set of Frequently Asked Questions have also been put on the website.

In addition to the Development, Design and Conservation Team, there are also a number of other key stakeholders and functions within Council that have an important role to play in heritage – whether because they are accountable for managing specific aspects of the Borough's heritage, because their activities have an impact on heritage, or because heritage impacts their activities. They include:

- 2012 Olympic and Paralympic Games;
- Building control;
- Building schools for the future;
- Children's services;
- Communications;
- Corporate property;
- Cultural services;
- Development control;
- Development schemes;
- Directorate management systems;
- Economic and spatial development;
- Empty property and compulsory purchase;
- Environmental health enforcement;
- Housing;
- Inward investment and tourism;
- Local history library and archives (Bancroft Library);
- Major projects implementation, including masterplanning and town centre projects;
- Market services;
- Museums and galleries;
- Parks and play;
- Partnerships;
- Planning enforcement;
- Procurement and corporate programmes;
- Public realm;

- Public realm enforcement;
- Service integration;
- Strategy;
- Strategy – innovation and sustainability;
- Strategic transport;
- Street markets;
- Young people and learning.

The Development, Design and Conservation Team is supported by a number of Council Members. These include a Heritage Champion, whose key role is to ensure that the historic environment plays a central role in the development of all the Council's policies, plans, targets and strategies.

Government Agencies and Voluntary Organisations

English Heritage

English Heritage is the Government's lead advisory body for the historic environment, and has a statutory role in the planning system. It works in partnership with central government departments, local authorities, voluntary bodies and the private sector to conserve and enhance the historic environment, broaden public access to the heritage and increase people's understanding of the past. It meets its responsibilities by:

- Acting as a national and international champion for the heritage;
- Giving grants for the conservation of historic buildings, monuments and landscapes;
- Maintaining registers of England's most significant historic buildings, monuments and landscapes;
- Advising on the preservation of the historic environment;
- Encouraging broader public involvement with the heritage;
- Promoting education and research;
- Caring for Stonehenge and over 400 other historic properties on behalf of the nation;
- Maintaining the National Monuments



BRICK LANE



FORD SQUARE SIDNEY SQUARE



SPITALFIELDS

Record as the public archive of the heritage; and

- Generating income for the benefit of the historic environment.

Central to English Heritage's role is the advice it gives to local planning authorities and government departments on development proposals. This focuses on proposals with potential for major change or for damage to significant, nationally important heritage resources (such as Listed Buildings, Scheduled Monuments, Registered Parks and Gardens, and Conservation Areas).

In London, English Heritage's role also includes the provision of archaeological advice (through the Greater London Archaeology Advisory Service) and hosting the Greater London Sites and Monuments Record (which is being developed into the Greater London Historic Environment Record).

Voluntary Organisations

Tower Hamlets has 2,500 Third Sector Organisations and Residents' Associations. A number of these voluntary groups, trusts and societies are focused on the heritage resource, and are active in the Borough. These include:

- The 20th Century Society – focusing on education, conservation and lobbying for architecture and design in Britain from 1914 onwards;
- The Bishopsgate Institute - a cultural institute that runs courses for adults and cultural events, such as music concerts and illustrated talks, debates and poetry;
- East of London Family History Society - helps people who share a common interest in furthering family history and genealogical research in the historic East End of the city of London;
- The East London History Society

– this exists to further interest in the history of East London, and is responsible for maintaining the Tower Hamlets History Online website, as well as organising a programme of talks and outings, and publishing newsletters;

- Eastside Community Heritage – seek to promote civic pride, greater harmony between people and to provide independent historical research;
- Friends of Christ Church Spitalfields;
- Friends of St George's German Lutheran Church - arrange a programme of talks;
- Friends of Tower Hamlets Cemetery Park;
- The Georgian Group – a national charity and statutory amenity society dedicated to preserving Georgian buildings and gardens, who are consulted on planning applications affecting listed Georgian heritage;
- Historic Chapels Trust – established to take into ownership redundant chapels and other places of worship in England which are of outstanding architectural importance and historic interest, to secure their preservation, repair and maintenance for public benefit;
- History of Wapping Trust – this society promotes the history of Wapping, Radcliffe, Shadwell and St George's, through books and a programme of talks;
- Island History Trust - this is a community history project dedicated to recording and preserving the history of the Isle of Dogs and the people who live there;
- Jewish East End Celebration Society – identifies, documents and preserves Jewish East End heritage for future generations both of Jews and immigrant communities in the area;
- Mile End Old Town Residents' Association - helps residents with

- local history, local tradesman and planning applications;
- Mile End Residents' Association;
 - Ocean Estate Tenants and Leaseholders Association;
 - Save Tower Hamlets' Local History and Archives at Bancroft Road Campaign Group;
 - Shadwell Local History Club;
 - Society for the Protection of Ancient Buildings – the largest, oldest and most technically expert national pressure group, with a statutory role as advisor to local planning authorities;
 - The Spitalfields Trust – a charity dedicated to restoring Georgian houses;
 - Stepney Historical Trust – provides learning opportunities around the history and surroundings in Stepney by holding lectures, exhibitions and historical excursions;
 - Swadhinata Trust - a non-partisan secular Bengali group that offers seminars and workshops, expeditions and educational literature to young Bengali people;
 - Tower Hamlets Local History Society - aims to build interest in the history of the East End of London, namely the London Borough of Tower Hamlets. It publishes newsletters, organises a program of talks, and also arranges coach outings.
 - The Victorian Society – the 'champion' for Victorian and Edwardian buildings in England and Wales, with a formal role in the planning system, and with a focus around conservation, public involvement and education; and
 - The Whitechapel Society - promotes the study of Whitechapel murders and the impact these murders had on the East End of London.

A number of these groups are represented on the Conservation and Design Advisory Panel (CADAP, previously CADAG). The



POPLAR



CANARY WHARF



ST MATTHAIS CHURCH

Panel has been running for more than 30 years, and meets monthly. Its role is to provide independent and professional design advice and evaluation on key developments, policies and frameworks. It comprises individuals who live or work in the Borough, with members recruited through national or local amenity societies, the building professions and by writing to residents of Conservation Areas asking for nominees. The Panel is part of a number of steps taken by the Council to ensure that development in the Borough is of the highest quality.

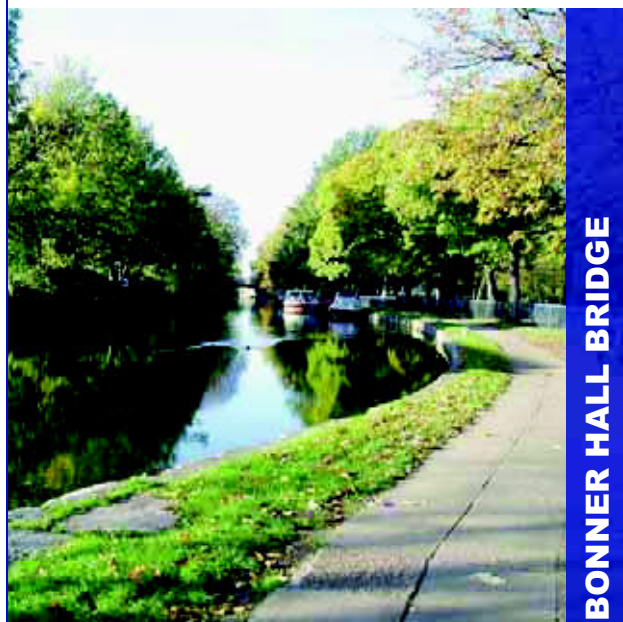
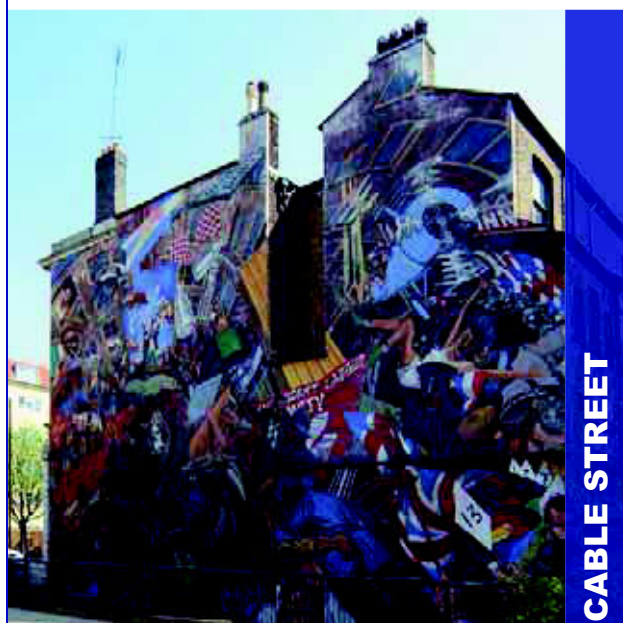
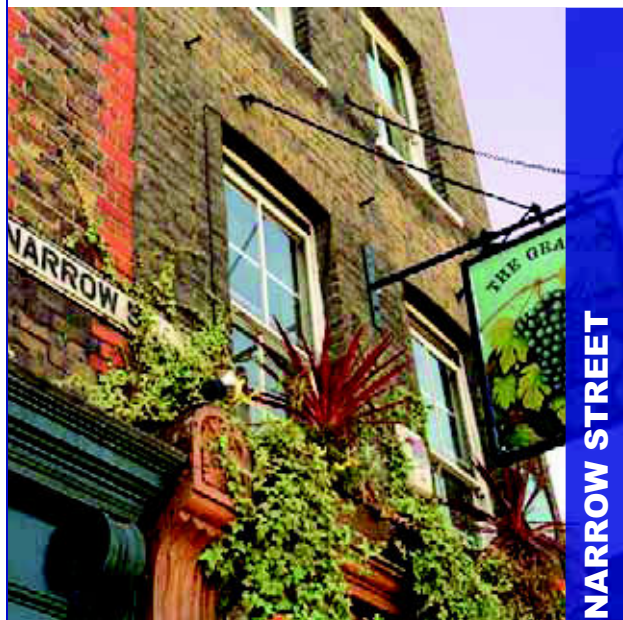
Ownership

The Council owns part of the heritage resource across the Borough, and is therefore directly responsible for the maintenance of that heritage. However, a significant share of the heritage resource, particularly around the periphery of the Borough, is owned by others - including public sector bodies and third sector organisations, private individuals, commercial enterprises and developers.

The Tower of London World Heritage Site, for example, is owned by the Queen 'in right of Crown' and managed by the Historic Royal Palaces, while many of the Borough's waterways and associated structures are owned and managed by British Waterways (including for example the Regent's Canal, River Lee Navigation, Limehouse Cut, and Poplar and Blackwall Basins in the Isle of Dogs). None of the museums and galleries in the Borough are owned by the Council, and so these are either privately managed or managed by other public institutions or third sector organisations (such as the Victoria and Albert Museum and the Museum of London). These owners have an important role to play in the care and protection of the Borough's heritage.

Funding and Resources

Funds for the conservation, protection and enhancement of the heritage resource come from a number of sources. The Council has its own budget that it invests in



these areas. This is supplemented by grant funding from English Heritage, historically in the order of magnitude of £300-400k/year. English Heritage is also supporting High Street 2012 - a joint initiative by the London Boroughs of Tower Hamlets and Newham, English Heritage, Design for London and Transport for London to deliver significant improvements to Whitechapel Road, Mile End Road, Bow Road and High Street Stratford in time for the 2012 Olympic and Paralympic Games.

In addition, funding to support heritage conservation work is also secured through Section 106 agreements – for example, funding for Conservation Areas in the city fringe was secured through the Spitalfields development in Bishops Square. Since 2000, £10.1m of Section 106 contribution has been earmarked for spend on heritage, with the majority allocated to the Brick Lane and Fournier Street Conservation Area.

The Council focuses grant aid mainly on heritage with distinct public benefit – for example, on features that enhance the heritage/conservation value of an area (such as balconettes in Victoria Park), on community buildings, or on features that are included on the Buildings at Risk register. In addition, grant aid is also given for shop fronts – for example on Roman Road.

Heritage Protection

The current system of heritage protection in England has recently been revised, with emphasis on a more integrated approach and a more proportionate response to change.

System of Heritage Protection in England

A White Paper entitled ‘Heritage Protection for the 21st Century’ was published by the Department for Culture Media and Sport (DCMS) in March 2007. It proposes changes to the current system of heritage protection, based around three core principles:

- Developing a unified approach to the historic environment – the creation of a single, simple designation regime focused around special architectural, historic or archaeological interest, to replace the existing listing, scheduling and registering system;
- Maximising opportunities for inclusion and involvement – involving the public in decisions about what is protected and how; and
- Supporting sustainable communities by putting the historic environment at the heart of an effective planning system.

In March 2010, the Government published a new Planning Policy Statement 5 (PPS 5) on Planning for the Historic Environment. This is the final version of the Consultation Paper on a new Planning Policy Statement 15 (PPS 15) on Planning for the Historic Environment that was launched in July 2009. PPS 5 replaces Planning Policy Guidance 15: Planning and the Historic Environment (PPG15) and Planning Policy Guidance 16: Archaeology and Planning (PPG16).

The policies in PPS 5 are intended to enable implementation through the planning system, where appropriate, of the Government’s vision for the historic environment - as set out in the Statement of the Historic Environment for England 2010. The policies in PPS 5 are a material consideration which must be taken into account in development management decisions.

PPS 5 emphasises the importance of integrating conservation of heritage assets into sustainable development and the wider planning context. It highlights the positive contribution that heritage can make to local character and sense of place, and emphasizes putting heritage assets to appropriate and viable use that is consistent with their conservation. It also places emphasis on increasing the contribution that heritage assets can make to the climate change agenda.

PPS 5 envisages a proportionate response
Page 123

to change. It makes clear that the focus should be on what is significant in heritage terms about a place, and the value that it holds for current and future generations, rather than on protecting all of the heritage for its own sake. This significance is defined in terms of historic, archaeological, architectural or artistic interest. It also recognizes that intelligently managed change may sometimes be necessary to maintain heritage assets for the long term.

It further emphasises the importance of ensuring that adequate information and evidence bases are available to inform and enable transparent decision-making, and the importance of monitoring the impact of those decisions.

PPS 5 reflects a more modern, integrated approach, moving beyond the distinction between buildings and archaeology to embrace all of the historic environment. It defines the historic environment in terms of heritage assets to be conserved and, where appropriate, enhanced. It includes within its remit both designated and non designated heritage assets.

English Heritage established guidance for managing change in the historic environment in its publication Conservation Principles, Policies and Guidance (2008). This document defines conservation as 'the process of managing change to a significant place and its setting in ways that will best sustain its heritage values, while recognising opportunities to reveal or reinforce those values for present and future generations'.

The Guidance emphasises the need to first understand the values and heritage significance of a place, and identifies a range of four high level, inter-related heritage values that may be attached to a heritage resource:

- Evidential Values – linked to the potential of a place to yield evidence about past human activity;
- Historical Values – derived from the ways in which past people, events and aspects



DOCKLANDS



BISHOP'S SQUARE



VICTORIA PARK

of life can be connected through a place to the present;

- Aesthetic Values – derived from the ways in which people draw sensory and intellectual stimulation from a place;
- Communal Values – derived from the meanings of a place for the people who relate to it, or for whom it figures in their collective experience or memory;

The Conservation Principles, Policies and Guidance publication also provides guidance on the application of 6 basic Conservation Principles in making decisions about change. These principles are:

- Principle 1: The historic environment is a shared resource;
- Principle 2: Everyone should be able to participate in sustaining the historic environment;
- Principle 3: Understanding the significance of places is vital;
- Principle 4: Significant places should be managed to sustain their values;
- Principle 5: Decisions about change must be reasonable, transparent and consistent; and
- Principle 6: Documenting and learning from decisions is essential.

Heritage is recognised as having the power to act as a catalyst for successful regeneration. There is often an optimal scenario where keeping the best of the old and introducing high quality, sensitive new development can achieve the best result for both regeneration and sustainability in the historic environment.

Safeguarding Archaeology

All known archaeological sites and find-spots in the Borough are entered on the Greater London Sites and Monuments Record, which is maintained by the Greater London Archaeological Advisory Service in English Heritage, London Region.

In the Archaeological Priority Areas (APAs) that have been identified in the Borough, developers are required to submit an archaeological assessment of the potential

impact of their proposed development works, as part of their planning application. Developers are also required to submit desk-based assessment when development outside an APA has the potential to affect archaeological remains.

Where development is likely to affect significant archaeology, field evaluation is required to establish if archaeological remains are present, and to determine the impact of development on those remains. If archaeological safeguards do prove necessary, these would normally comprise either design measures to preserve remains in situ, archaeological excavation prior to development, or a combination of the two. The need for archaeological mitigation is often made a condition of planning permission.

Ancient monuments and archaeological areas are protected by the Ancient Monuments and Archaeological Areas Act 1979. Any works affecting Scheduled Monuments require Scheduled Monument Consent in addition to planning or any other consents.

Protecting the Outstanding Universal Value of World Heritage Sites

The UK Government's Planning Circular 07/09 Protection of World Heritage Sites in England recognises in national policy the need to protect World Heritage Sites as sites of outstanding universal value. It also makes more prominent the need to create a management plan for each World Heritage Site, and the need, where appropriate, to delineate a buffer zone around it.

English Heritage published Guidance to accompany this Planning Circular. This Guidance sets out the importance of the planning system and sustainable community strategies in protecting and sustaining World Heritage Sites, and explains the function of World Heritage Site Management Plans and the methods used to prepare them.

A Management Plan has been developed for the Tower of London World Heritage

Site. This Plan is a material consideration in planning policy. Tower Hamlets Council also has a statutory role in protecting the setting of the Tower of London World Heritage Site.

Protecting Listed Buildings

Buildings on the statutory List of Buildings of Special Architectural or Historic Interest are protected by legislation. Listed building consent is required for 'all works, both external and internal, that would affect a building's special interest'. There is a general presumption against the demolition of listed buildings, though there are very occasionally cases where demolition is unavoidable - mainly as a result of deterioration through neglect, fire damage, or lack of viable new use.

Where information about the building is likely to be lost or affected as a result of works for which listed building consent has been granted, it will often be made a requirement of the consent that an archaeological record is made of those parts of the building to be affected.

Caring for Heritage of Local Interest

The Core Strategy 2025 commits to protecting and enhancing locally listed buildings and local landmarks, and also other buildings and areas identified through Conservation Management Plans (SP 10). It also commits to preserving or enhancing the wider built heritage and historic environment of the Borough and enabling the creation of locally distinctive neighbourhoods, and to ensuring that development respects local views. Conditions can be attached to planning consent to secure archaeological recording of undesignated buildings (including those that are locally listed) prior to alterations or demolition, where historic significance will be lost.

Protecting Strategically Important Views

The London View Management Framework is Supplementary Planning Guidance (SPG) to the London Plan. It provides

guidance for the protection of strategically important views in London. London Boroughs, statutory authorities and other stakeholders are required to take its contents fully into account when preparing local development documents and policies, and when preparing, reviewing and responding to applications for planning permission and other consents. The SPG is a material consideration in the determination of planning applications. The Core Strategy 2025 commits to ensuring that development respects strategic views (SP 10).

Safeguarding Conservation Areas

Conservation Area designation is an effective tool in managing and controlling works within areas of planned development, to protect the character and appearance of an area of special architectural or historic interest. Local Authorities have a duty not only to designate Conservation Areas, but also to identify the special architectural or historic interest of the area which the designation seeks to protect or enhance. This is most effectively done by the preparation of Conservation Area Appraisals and Management Plans.

Conservation Area Consent is required, in addition to planning permission, for total or substantial demolition of an unlisted building in a Conservation Area. Conditions can also be attached to planning consent to secure archaeological recording of undesignated buildings prior to alterations or demolition, where historic significance will be lost.

The Council can also apply for Article 4 Direction Orders through which permitted development rights can be removed – these are rights established to help streamline the planning process. Article 4 Direction Orders are of particular use in Conservation Areas, where they can be used to control small works which would otherwise not require planning permission but which could incrementally degrade the special character of an area, including uniformity of design and detail.

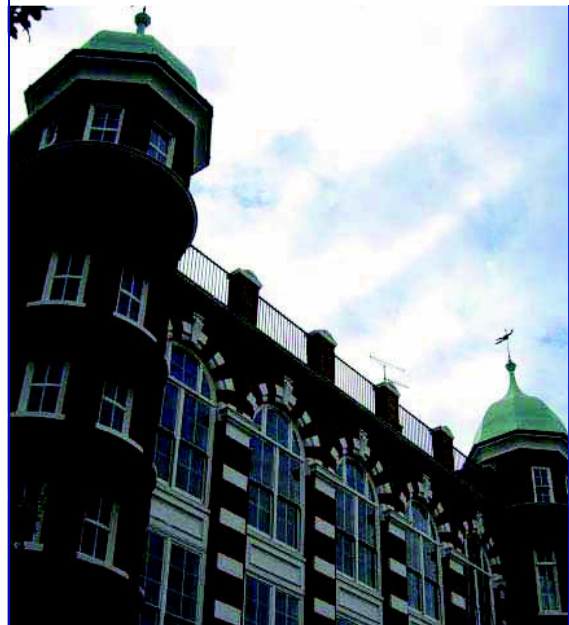
Safeguarding Historic Parks and Gardens

The inclusion of a historic park or garden on English Heritage's Register is a material consideration in planning terms. The historic interest of the site must be actively considered in any planning decisions. Local authorities are required to consult English Heritage where any planning decision affects a Grade I or II* registered site, and the Garden History Society on all applications affecting registered sites, regardless of the grade of the site.

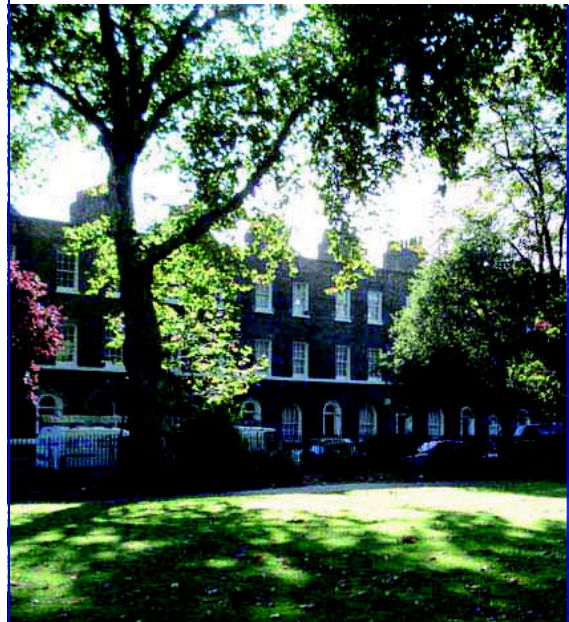
The London Squares Preservation Act 1931 asserts that a protected square may not be used for any purposes other than as an ornamental garden, pleasure ground or ground for play, rest or recreation, and that no building or structure should be created or placed on or over any protected square, unless necessary or convenient for the use or maintenance of the square for an authorised purpose.

Safeguarding Historic Landscapes

In 2006 the United Kingdom became a signatory to the European Landscape Convention. The Convention aims to encourage public authorities to adopt policies and measures at local, regional, national and international levels for protecting, managing and planning landscapes. As part of this, individual state parties undertake to integrate regional and town planning policies in their cultural, environmental, agricultural, social and economic policies.



MYRDLE STREET



ALBERT GARDENS



7

KEY CHALLENGES FOR THE CONSERVATION STRATEGY



KEY CHALLENGES FOR THE CONSERVATION STRATEGY

Overview and Key Messages



Section 7 sets out the range of key challenges facing Tower Hamlets' heritage resource, and is informed by the findings from Sections 2-6. These challenges are addressed by the Conservation Strategy in Section 8.



Given the current social and economic issues outlined in Section 2, regeneration and housing development is a key strategic priority in the Borough. However, development will potentially drive increased pressure on the heritage resource, impacting heritage character, context and significance, and heritage that is locally important. As described in Section 6, although there is good protection already in place for much of the Borough's heritage, there are still some important gaps. There is often limited clarity on the specific characteristics that contribute to significance, and therefore on the developments that are most appropriate. There are a number of key heritage structures or types of heritage that are not well represented currently in designations – including for example industrial heritage, which remains less understood and appreciated despite its seminal role in the Borough's history and identity. There are also limitations around the protection for locally important heritage. In addition, evolving community needs are causing some buildings to cease to be fit for purpose, thereby putting their future viability at risk, and there are also issues associated with the condition of the heritage in the Borough – around general upkeep and damage, and around inappropriate works that undermine character and significance.



The very wealth of heritage that Tower Hamlets has raises a number of challenges around management of the resource – ownership is divided between a number of different types of organisations, and the Council does not have the funds and resources to manage and maintain all of it. Prioritisation of resources will therefore be key, as will increased stakeholder and community engagement. There also appears to be a general lack of awareness among the public of the conservation and management needs of heritage, and community involvement in heritage does not fully represent the demographic profile of the Borough. Although there are many values associated with the heritage resource (as described in Section 5), its contribution is not being fully realised, and communities and stakeholders are therefore not being fully engaged in it. As a result, neither the communities and stakeholders nor the heritage itself are benefiting as much as they could.

Development and Conservation

The strong focus on regeneration, and the **development of 43,000 new homes** in the Borough between 2010 and 2025 will potentially drive increased pressure on the heritage resource.

Fish Island, Leamouth, Cubitt Town, Blackwall and Millwall appear to potentially face the greatest challenges and opportunities from both regeneration and new housing targets (see Figures 14 and 15). In addition, Poplar Riverside, Poplar and Bromley by Bow also appear to face real challenges and opportunities from the new regeneration areas (see Figure 14), while Canary Wharf and Spitalfields also appear to face challenges and opportunities from new housing targets (see Figure 15). More detailed assessment would need to be undertaken to understand the actual potential impact of the regeneration and housing development on the heritage resource.

The ambitious target for increased housing in the Borough is encouraging **high density development** on available land. This could have significant impact on areas that are characterised by low density building (for example industrial heritage, or Chrisp Street Market).

Some development within the Borough has negatively impacted the **setting and key views** of the Borough's buildings – for example at the Tower of London, and at the Church of St George's in the East. Future development initiatives also include tall buildings (for example in the Aldgate area and the rest of the city fringe), which could further affect the setting and views of heritage. In addition, a number of Conservation Areas have suffered from encroachment from adjacent development (such as at the St Anne's Church Conservation Area). The heritage resource has a meaningful relationship with its physical and spatial context, as defined by its setting and key views. Where these are adversely affected the distinctive character and significance of the heritage resource is also undermined.

Development pressure is threatening buildings and areas in the Borough that are not considered significant enough to be designated (and therefore protected through the planning system), but that nevertheless contribute to **local identity and sense of place**, or that meet local community needs.

Heritage resources do not currently contribute as much as they could to the **climate change and sustainability agenda**.

Condition of the Heritage

37 heritage features in Tower Hamlets were included in English Heritage's Register of **Heritage at Risk** in 2009. This represents 4% of all the Borough's Scheduled Monuments, Listed Buildings, Conservation Areas and Registered Parks and Gardens in the Borough, which is comparable with the broader London picture. However, Tower Hamlets has proportionally more heritage at risk in its Registered Parks and Gardens and Listed Buildings.

	% LBTH Heritage at Risk	% London Heritage at Risk
Scheduled Monuments	14%	27%
Conservation Areas	19%	17%
Grade I and II* Listed Buildings	7%	4%
Grade II Listed Buildings	4%	2%
Registered Parks and Gardens	25%	9%
Total	4%	4%

Important public buildings in particular are over-represented on the Register, which also contains a number of Public Houses. Almost 20% of the heritage features identified are deemed to be in very bad condition, and a further 60% in

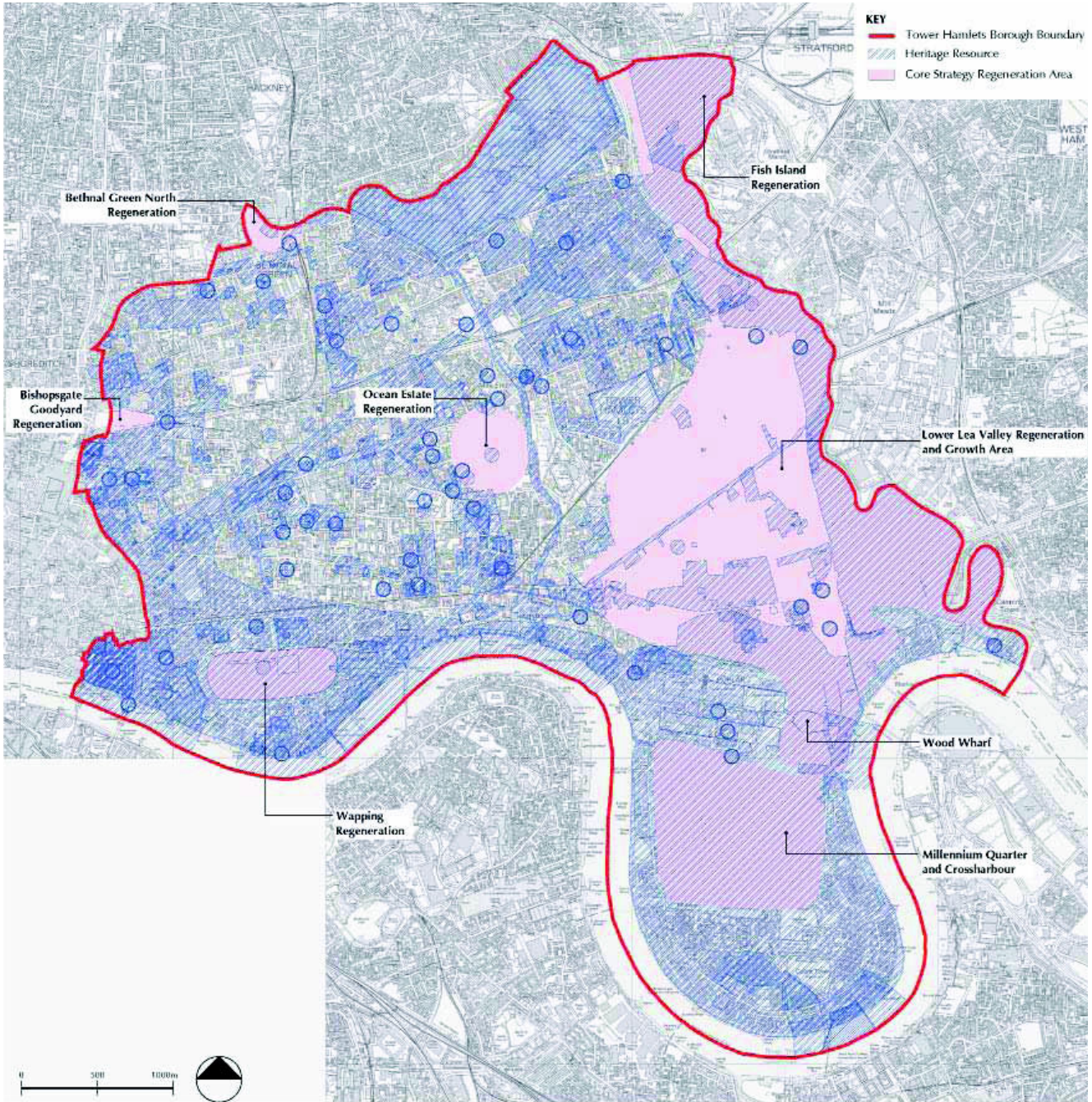


FIGURE 14
 Comparison between Regeneration Areas
 Page 133 and the Heritage Resource

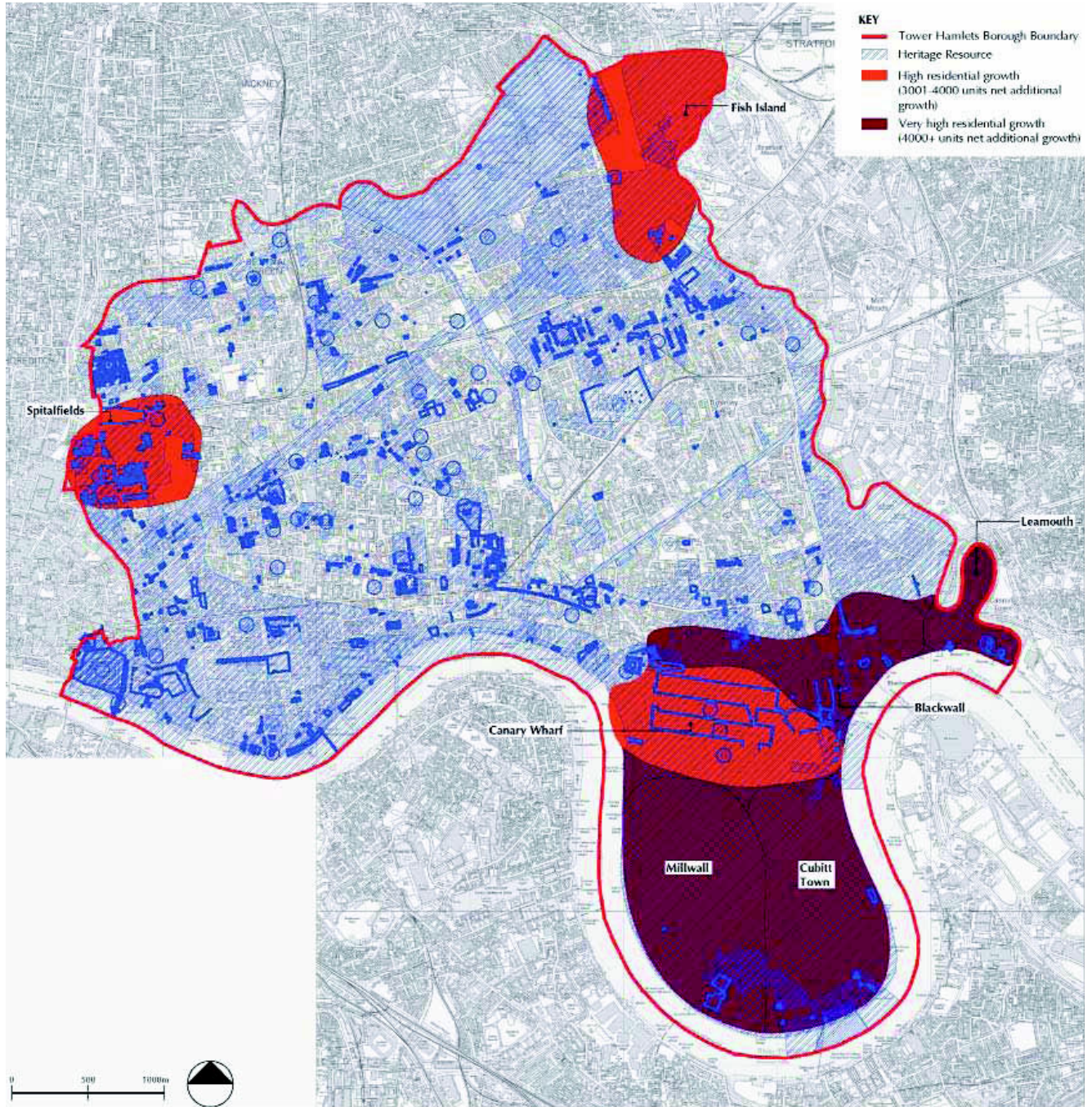


FIGURE 15

Comparison between Housing Targets and the Heritage Resource

poor condition, and c.25% of features are classified as 'A' risk (immediate risk of loss of fabric, and with no solution identified).

Some heritage buildings and Conservation Areas have suffered from inappropriate works, leading to loss of architectural features or loss of uniformity, and overall loss of character and significance. Some of these works have been unauthorised, while others are permitted but are not in keeping with the overall character of the area (as at Hackney Road for example). In some cases, works have been carried out by contractors with less experience of the needs and sensitivities of heritage buildings – driven in part by the difficulty of finding appropriate contractors.

Some heritage resources are damaged and in need of repair (such as the Holy Trinity Church), driven by lack of maintenance or funds for maintenance. Some Conservation Areas suffer from graffiti and vandalism (for example the All Saints Church, Poplar, and Bow Conservation Areas), while the quality of others has been undermined by public realm issues, such as inappropriate materials used by statutory developers, poor signage and pavements, or street clutter (for example at Whitechapel Market or Lansbury).

Understanding and Appreciation

Despite its seminal role in Tower Hamlets' history and development, including its social history, the Borough's industrial heritage remains less widely understood and appreciated. This is partially due to its more robust and functional style, which can seem less aesthetically attractive. The industrial heritage appears to be relatively under-represented in designations (potentially in part due to destruction in the 1980s), and is as a result under greater pressure from development – particularly at Fish Island and along parts of the eastern boundary of the Borough (where there are good communication links with Stratford and Canary Wharf).

20th century heritage, particularly post war

housing estates, is similarly less widely understood and appreciated. As a result, there are relatively limited funds and resources invested in this area, which in turn affects the condition of the heritage.

Limited appreciation of the integral importance of the local streetscape (including trees) has led to gradual disintegration of the townscape in some areas (for example the Chapel Road Conservation Area).

There is some inconsistency of information between Council and English Heritage, particularly in the lists of Scheduled Monuments and statutory listed buildings.

There is often a lack of awareness among the general public of the heritage nature of the building that they are inhabiting, and of the associated conservation and management needs of that heritage.

Values and Benefits of Heritage

The potential contribution of the heritage resource to tourism in the Borough is not being fully realised. There are some honeypot sites and museums in the Borough that attract significant numbers of visitors (e.g. Tower of London, V&A Museum of Childhood, Brick Lane), but elsewhere in the Borough visitor numbers and the economic benefits from tourism appear to be more limited. According to London Development Agency calculations, about 3.5% of the Borough's employment in 2007 was related to tourism, compared with over 5% in Greater London as a whole. Given the comparative wealth of the heritage that can be found in Tower Hamlets, this is relatively low.

Limited opening times and high admission prices can discourage communities from visiting some heritage museums and sites.

There is very limited interpretation or directional signage relating to the heritage resource on-site in the Borough, and it would therefore be easy for a casual visitor to remain unaware of the breadth and

diversity of the heritage that can be found there. There is also limited information on the heritage resource on the Council's website, no Borough map made available to visitors or residents, and no central Tourist Office or other resource where visitors can access information about the Borough's heritage.

At present, **community engagement** in decision-making on heritage does not fully represent the demographic profile of the Borough. The Conservation and Design Advisory Group is more representative of local amenity groups than local community groups, and public consultation events involving heritage typically attract small numbers of people. This is driven in part by a sense that it is the role of the Council (and not of the local community) to manage the heritage, and also by a degree of transience in the local community. In addition, over time there has also been a reduction in contacts between planners and Residents' Associations.

Evolving community needs are causing some buildings to cease to be **fit for purpose** (for example schools, public baths, wharf warehouses). Unless buildings can be adapted appropriately, or alternative uses found, their future viability is at risk.

Protection and Guidance

The Conservation Area Appraisals and Management Guidelines have **limited detail** (visual or written) on the specific architectural and townscape characteristics that contribute to significance and that are of primary importance, and of the specific views that need to be protected. They also do not always fully address the issues specific to the historic parks within the Conservation Areas. This lack of clarity can result in inappropriate developments, and can limit the effectiveness of the Conservation Area Appraisals as Supplementary Planning Documents. Greater specificity would also act as a valuable benchmark for future monitoring.

Some Conservation Areas appear to have

key structures missing. For example, the West India Dock Conservation Area includes the quay walls, general offices and two warehouses, but not the dock basins themselves. Similarly, the Coldharbour Conservation Area includes the entrance locks to Blackwall Basin and Poplar Dock, but not the basins themselves.

The planning process for both Conservation Areas and Listed Buildings references the importance of preserving the **setting of an area or heritage building**, but the lack of clearly defined and delineated settings undermines the ability to control development that may impact these heritage resources.

There is limited specificity on the **key priority views** within the Borough that should be protected – views are identified in the Core Strategy Research Report and in Conservation Area Appraisals, but there is currently no consolidated centralised priority list, and no detailed definition on what the views comprise. Protection and guidance for views is currently being developed through the emerging Development Management Development Plan Document, and a policy has already been drafted on this. The forthcoming Conservation Area Appraisal and Management Guidelines for Fish Island will identify relevant view cones, and this approach may be rolled out to other Conservation Area Appraisals.

The criteria for assessing **locally important buildings** are relatively high level in nature, and therefore undermine the clarity and transparency of the selection process. There are also currently no overarching decision-making frameworks or principles to balance development and conservation needs for locally important and distinctive, but undesignated buildings and areas. Decisions are currently made on a case by case, and relatively reactive basis.

Over the last couple of years Tower Hamlets has had one of the highest tallies of **spot listings** of all the London Boroughs. The existing statutory heritage protection within the Borough may not be

as comprehensive as in other Boroughs where the government have reviewed their statutory Lists more recently.

A significant share of the Borough is already covered by Conservation Areas and other designations. Consultations have indicated a concern that such **coverage may be difficult to manage**, or encourage an overly permissive approach to development in areas that are not designated but that are still locally important.

Management and Resources

Tower Hamlets has a rich heritage resource, but inevitably there are **insufficient funds and resources** to manage and sustain all of it – an issue that will become exacerbated as the profile of the heritage is raised.

Ownership of the heritage resource is divided between a number of different types of organisations – public, private and commercial. Some of these owners do not have the resources, or sometimes even the interest in enhancing and protecting the heritage resource they are occupying. This has been seen as an issue particularly for small businesses on high streets.

Interaction and engagement within Council, between the different stakeholder departments related to heritage, currently tends to be reactive and on a case by case basis, rather than proactive and strategic.

Heritage and its conservation/protection can be seen by some Council departments as an **impediment to delivering their objectives**, rather than an advantage.

In response to regeneration and development pressures, there has been a greater emphasis in recent years on identifying and designating new Conservation Areas, than on **monitoring the condition** of existing Conservation Areas. There is no clear timeframe and accountabilities for delivering the actions identified in the Conservation Area Appraisals.



BOW



HACKNEY WICK



BETHNAL GREEN





8

THE CONSERVATION STRATEGY



THE CONSERVATION STRATEGY

Overview and Key Messages



Section 8 sets out the Conservation Strategy for Tower Hamlets' heritage resource. The Strategy focuses on managing and enabling change to heritage in a way that protects and enhances its significance. It addresses the key challenges facing the heritage resource described in Section 7, responds to government and statutory body guidance, and seeks to actively support the

Council's broader social and economic regeneration priorities. It aims to guide decision-making for Tower Hamlets' heritage over the next 5-10 years, and sets out the long term vision for the heritage, together with the Strategy Goals and Work Plan Objectives to help deliver that vision. It provides strategic guidance at the Borough level - it is not a detailed assessment of individual heritage resources. It focuses on future planning, and is therefore not a summary of existing policies and actions focused around heritage.



As described in the Preface, a collaborative, multi-staged approach was taken to the development of the Conservation Strategy, to ensure that the Strategy Goals and Work Plan Objectives were grounded in an understanding of the Borough's particular characteristics and challenges. This began with the

development of a Baseline Audit, which built an understanding of the profile and strategic context of the Borough (see Section 2), and of the heritage and its current management and protection, including government guidance (see Sections 3-6). Based on the findings from the Baseline Audit, the key challenges facing the Borough's heritage resource were then identified (see Section 7), and these challenges in turn informed the development of the Conservation Strategy Goals and Work Plan Objectives set out in this Section. Input into the emerging findings and the draft Conservation Strategy was secured through consultation with the general public, internal Council stakeholders, key external stakeholders and community organisations (see Figure 16).

Vision and Key Priorities

Tower Hamlets' heritage is an irreplaceable legacy. It is the foundation of Tower Hamlets' distinctive character, and it makes a significant contribution to the Borough's sense of place. It also contributes to economic regeneration and sustainability, social inclusion and community development, recreation and quality of life.

The overall aim of the Conservation Strategy is to protect and enhance Tower Hamlets' heritage, and to ensure it can be appreciated and enjoyed by current and future generations. A key part of this is to

ensure increased community engagement and involvement in the heritage, as a critical part of ensuring its ongoing sustainability. The Conservation Strategy also aims to enhance the contribution of the heritage to the other strategic priorities of the Borough, to ensure that it plays an active role in the Borough's ongoing regeneration and development.

The Strategy has 6 key priorities, which are reflected in the 6 Strategy Goals. These Goals address the key challenges facing Tower Hamlets' heritage. They also respond to government and statutory body guidance, and seek to actively support the Council's

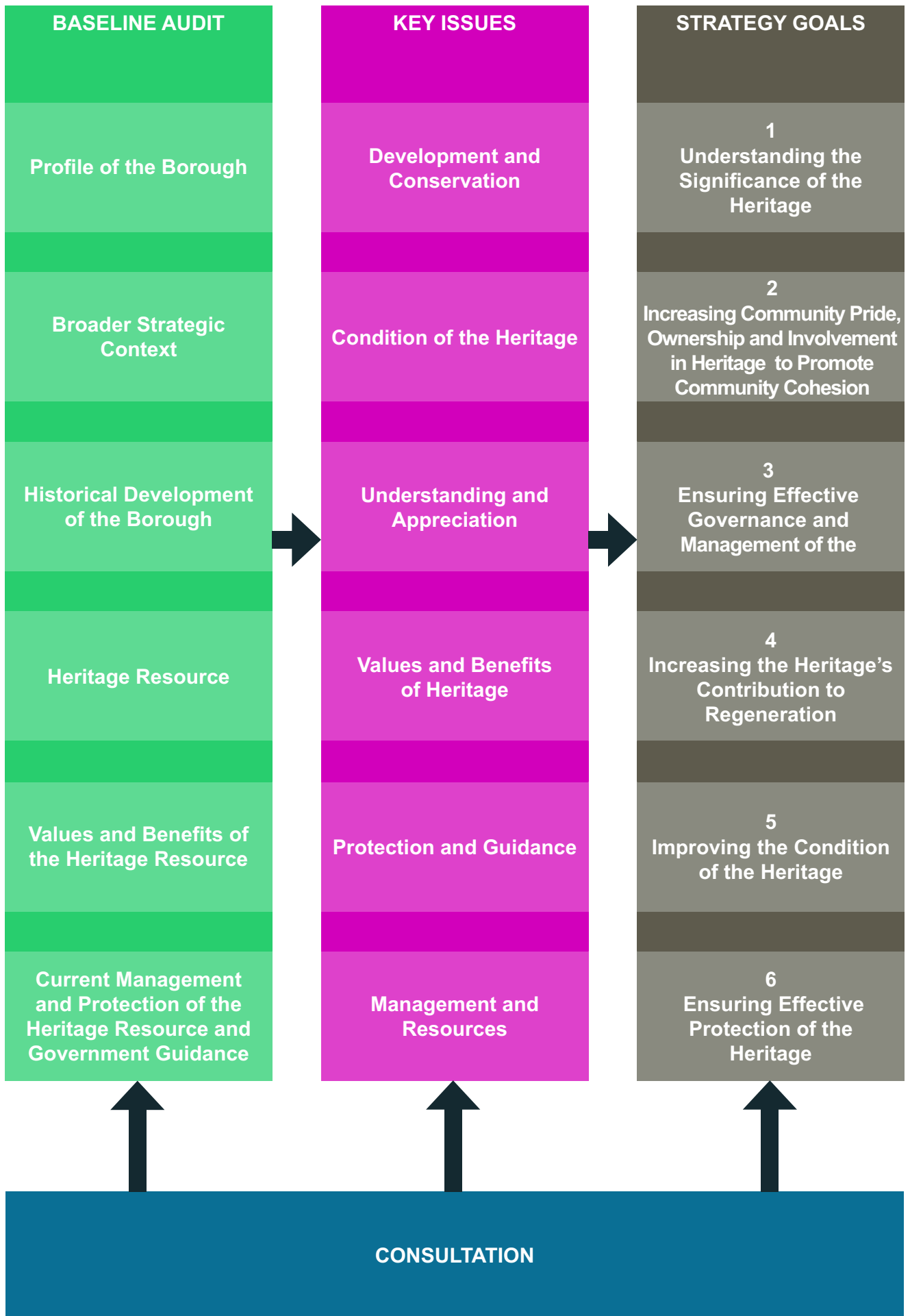


FIGURE 16

broader social and economic regeneration priorities. The Goals are set out below:

- **Strategy Goal 1:** Understanding the significance of the heritage;
- **Strategy Goal 2:** Increasing community pride, ownership and involvement in heritage to promote community cohesion;
- **Strategy Goal 3:** Ensuring effective governance and management of the heritage;
- **Strategy Goal 4:** Increasing the heritage's contribution to regeneration;
- **Strategy Goal 5:** Improving the condition of the heritage; and
- **Strategy Goal 6:** Ensuring effective protection of the heritage.

Each of the Strategy Goals is supported by a number of Work Plan Objectives. These are summarised in the table overleaf.

The heritage included in the Strategy is of international, national and local importance. It is a rich resource that includes: the historic environment, buildings and archaeology; parks, open spaces and views; heritage collections including archives and museum objects; intangible heritage including personal memories and traditional skills, markets and festivals. This is heritage in its broad sense, and it covers designated and non designated heritage resources.

The sheer volume and breadth of heritage that can be found in the Borough is too great to be effectively managed in its entirety, and will therefore require prioritisation. This prioritisation will need to focus around the following aspects:

- Resources that have been designated as being of international, national and local importance;
- The particular significance and values that give heritage resources their importance, and the specific

characteristics (architectural, visual, other) that contribute to that significance;

- The heritage collections and intangible heritage of the Borough, to ensure there is sufficient recognition of the diverse and changing character of the Borough, and the strong history of immigration and trade;
- Areas where regeneration and housing development initiatives are most concentrated, and where the heritage is most at risk; and
- Initiatives that also help to deliver the Council's broader strategic priorities.

The Council will need to take a proactive and strong leadership role to deliver this strategy, particularly where Council-owned heritage is involved. However, conserving and protecting the Borough's heritage will also require the involvement and contribution of a range of community, stakeholder and partner groups.

The Conservation Strategy is aligned with the Borough's Core Strategy 2025, and actively contributes to the key priorities of the Tower Hamlets Community Plan 2020. It helps to make Tower Hamlets a great place to live, by: managing and sustaining the heritage, and thereby reinforcing the distinctive identity and unique sense of place of the Borough; and also by increasing community enjoyment of the Borough's heritage. It also contributes to a prosperous community in Tower Hamlets, by supporting the further development of the Third Sector, by offering diverse learning opportunities, and through the potential to use historic buildings as premises for local businesses. Through this, it supports the One Tower Hamlets vision by helping improve the quality of life for everyone who lives and works in the Borough.

Strategy Goals- Work Plan Objectives

1: Understanding the Significance of the Heritage	<ul style="list-style-type: none"> 1.1: Ensure that the significance of heritage resources is understood 1.2: Build a better understanding of the significance of the intangible heritage and of local heritage, working closely with community groups 1.3: Ensure that planning applications and decisions are based on an understanding of the significance of the heritage 1.4: Develop up to date, integrated information systems on heritage that are easily and widely available
2: Increasing Community Pride, Ownership and Involvement in Heritage to Promote Community Cohesion	<ul style="list-style-type: none"> 2.1: Increase community understanding, pride and enjoyment of the Borough's diverse heritages 2.2: Increase general access to the heritage, and improve connectivity between different heritage resources 2.3: Increase awareness of the heritage and its needs 2.4: Provide opportunities for local communities to develop heritage related skills 2.5: Increase community involvement in the ongoing management and promotion of the heritage 2.6: Encourage the development of strengthened community and external stakeholder resources to participate in heritage
3: Ensuring Effective Governance and Management of the Heritage	<ul style="list-style-type: none"> 3.1: Increase co-ordination with key internal Council stakeholders to effectively manage and promote the heritage on an ongoing basis 3.2: Increase the resources available for the Borough's heritage
4: Increasing the Heritage's Contribution to Regeneration	<ul style="list-style-type: none"> 4.1: Work with community, stakeholder and other partner groups to secure economically viable futures for heritage resources and street markets 4.2: Encourage development that is sensitive to, and that celebrates the Borough's heritage 4.3: Increase the contribution that heritage can make to tourism/destination marketing 4.4: Increase the contribution that heritage can make to the sustainability and climate change agenda 4.5: Increase recognition of how heritage contributes to regeneration, and of the benefits this brings
5: Improving the Condition of the Heritage	<ul style="list-style-type: none"> 5.1: Continue to actively seek to remove all heritage resources from the Heritage at Risk register 5.2: Develop and implement an integrated monitoring and maintenance regime for the heritage that includes all heritage owners 5.3: Proactively encourage heritage owners to use appropriate resources when undertaking works to their properties
6: Ensuring Effective Protection of the Heritage	<ul style="list-style-type: none"> 6.1: Ensure that the key heritage resources that contribute to an understanding of Tower Hamlets' history and development are included within the Borough's designations 6.2: Increase the clarity around what developments are permitted and appropriate in Conservation Areas 6.3: Increase the protection available to locally important heritage resources 6.4: Increase the protection for the setting of key heritage resources and key views 6.5: Increase the protection available to the intangible heritage of the Borough 6.6: Increase enforcement to protect the heritage

Strategy Goal 1: Understanding the Significance of the Heritage

The Government's recently published Planning Policy Statement 5 (PPS 5) on Planning for the Historic Environment emphasises the importance of understanding what is significant in heritage terms about a heritage resource. This enables a proportionate response to change – a focus on conserving and protecting those aspects and attributes that contribute to significance, rather than a focus on all of the heritage for its own sake. It also helps ensure that decision-making is evidence-based, and therefore more transparent. Understanding the significance of the heritage also informs priorities around learning and interpretation, and around building community understanding and interest in the heritage. This Strategy Goal plays an important role in the delivery of all the Strategy Goals in the Conservation Strategy.

Objective 1.1: Ensure that the significance of heritage resources is understood

The significance of a heritage resource can be defined in terms of historic, archaeological, architectural, artistic or community interest. It articulates those aspects that have the greatest value to people, now and in the future, and that are therefore the most important to conserve.

To ensure that the significance of heritage is placed at the heart of decision-making that affects the heritage resource, it will be necessary to develop clear statements of significance for heritage resources. These statements will need to specify the particular characteristics (architectural, urban, visual and functional) that actively contribute to the significance of a particular resource, and that are priority requirements for conservation. In developing these statements, the views of community groups should also be obtained as appropriate. Once developed, these statements could also lead to a refinement of heritage boundaries.

Objective 1.2: Build a better understanding of the significance of the intangible heritage and of local heritage, working closely with community groups

Tower Hamlets is characterised by key themes of trade and industry, migration and change that continue to this day. This has resulted in a rich fabric of intangible heritage and local heritage that is experiencing an ongoing process of development and evolution.

There are a number of different aspects to the intangible heritage, from historic street markets to more contemporary events and festivals, from oral histories and personal memories to different values and uses of a heritage resource, from performing arts to social practices and traditional skills. It is as important to protect the intangible heritage as it is to protect the more tangible heritage resources. It is also important to protect local heritage as well as designated heritage resource. To do so, a better understanding will need to be built both of what intangible and local heritage exists in the Borough, and also of the significance of that heritage.

Objective 1.3: Ensure that planning applications and decisions are based on an understanding of the significance of the heritage

PPS 5 also emphasises the importance of using significance to inform local planning decisions and consents. Applicants should be required to consider the impact on significance in their applications – this will help ensure a greater chance of applications being accepted, and reduce the burden of time and cost on both applicants and the Council. Decisions need to be based on an understanding of the nature, extent and level of significance. Applications for consent where the extent of impact on significance cannot be fully understood from the application should ideally not be accepted. An understanding of the significance of the heritage will also assist in making robust decisions where the Borough's heritage needs to be balanced against other key Council's objectives.

Objective 1.4: Develop up to date, integrated information systems on heritage that are easily and widely available

Good understanding of heritage significance needs to be supported by good quality information systems. At present, while there are many sources of information about the heritage resources, they tend to be held in different locations within Tower Hamlets, and not all Council officers are aware of what resources are available or of how best to access them.

There would therefore be significant benefit in developing an up-to-date and accurate centralised electronic database of heritage information that would be integrated and easily accessible. This database needs to include information on historic landscapes and green infrastructure (including parks, open spaces, squares, trees, statues and street furniture), as well as information on the built heritage (including Listed Buildings, Conservation Areas, Locally Listed Buildings and other built heritage resources).

It should include statements of significance as well as information on location. It will need to be updated in the most timely and efficient way as changes are made to the status of heritage resources (for example as local or statutory lists are updated) or as new information emerges from planning applications and development works. It would further be beneficial to develop and maintain a centralised catalogue of all collections relating to the Borough's heritage.

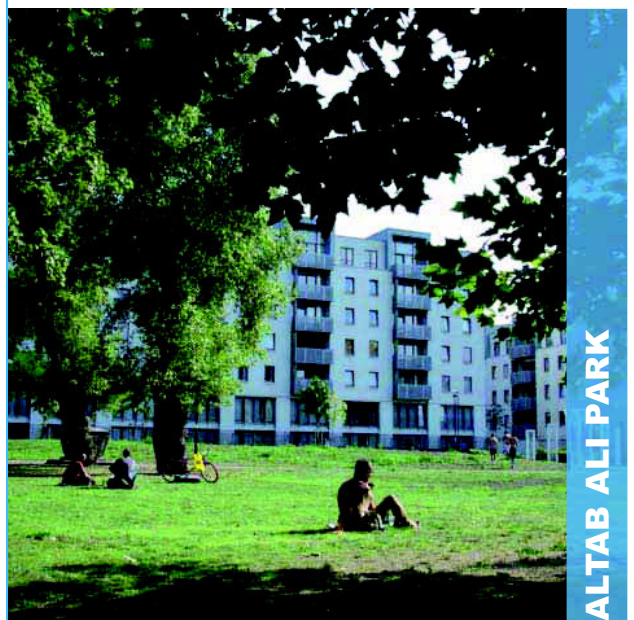
The database is separate from the Historic Environment Record (HER), which is maintained by English Heritage, but it will be important to ensure that information in the database is consistent with, and connected to the HER and other information held by English Heritage and other key stakeholders, advisors and organisations (including adjacent boroughs). This will help ensure consistency and prevent duplication of work. The database should also be linked with the Borough website.



BRICK LANE



POPLAR



ALTAB ALI PARK

Strategy Goal 2: Increasing Community Pride, Ownership and Involvement in Heritage to Promote Community Cohesion

Tower Hamlets is a Borough of diverse communities and diverse heritage. Much of that heritage is owned, managed and used by organisations and individuals other than the Council. Increasing community understanding and enjoyment, pride and ownership of the breadth of heritage in the Borough (including the heritage of more recent communities), awareness of its significance and needs, and involvement in its ongoing management and maintenance is critical. It helps to promote mutual interest and respect for the Borough's diverse heritage, and to encourage wider and informed participation in sustaining it - which in turn has a significant impact on its overall condition and protection. Young people are an important part of this. As part of this, increased engagement, pride and ownership of the heritage will promote wider community cohesion.

Objective 2.1: Increase community understanding, pride and enjoyment of the Borough's diverse heritages

Increasing community understanding, pride and enjoyment of the Borough's heritage is a key first step in building engagement and involvement. Achieving this requires increasing the information that is made available about that heritage – but doing so in a fun and informative way that appeals to and has meaning for all sections of the community, including those that have historically been harder to reach (such as young people, diverse ethnic groups, the less affluent and people with disabilities). This will require tailoring the messages that are conveyed, and the media tools that are used to convey those messages. This could include, for example:

- Interpretation panels and heritage inspired public art, orientation and signage;

- Fun informal learning opportunities – including heritage trails for adults or children (such as the Millennium Pathway at the Archbishop's Park in Lambeth that celebrates people, places and events that have made Lambeth special between 1,000 and 2,000AD, or the guided trail delivered through visitors' own mobile phones at the Roman town of Caistor near Norwich), learning DVDs and exhibits in libraries and museums, and festival activities that relate to the heritage of the Borough, potentially connected to the Festival of British Archaeology;
- Formal educational activities and resources specifically tailored to the National Curriculum for school pupils and teachers;
- Outreach activities with schools and community groups, including lectures and 'show and tell' sessions;
- A green or brown plaque scheme commemorating interesting and notable past local residents, as has proved very popular in the London Borough of Southwark;
- Activation of the waterspace within the Docklands, through moorings and other water-based activities;
- A heritage portal/micro-site (potentially linked to IZWE) where information and downloadable resources relating to the Borough's heritage are consolidated in one easy to find location, and are freely available to the community. This should also be a tool for two-way communication and consultation, including online forums and discussion groups, as well as being a source of information. It should also contain links to other relevant websites, including for example the East London History Society website, the Tower Hamlets Grid for Learning, the This Borough website, and social network sites.

Increasing community enjoyment of the Borough's heritage in this way can help

further build local pride in the heritage, which in turn can lead to greater sense of local ownership and greater care and protection. Initiatives here should build on the resources already in place and the successes already achieved, for example through the work of the Local History Library and Archives, and through the Beauchamp floating classroom that already navigates the waterways of East London.

Objective 2.2: Increase general access to the heritage, and improve connectivity between different heritage resources

A key part of increasing understanding and enjoyment of the heritage is increasing access to it. Opening hours and admission prices should be reviewed to optimise access and the cost of providing access, and physical accessibility reviewed to ensure reasonable alignment with the requirements of the Disability Discrimination Act.

In addition, to encourage both local communities and visitors to the Borough to explore more than the traditional 'honeypot' sites (such as the Tower of London or Brick Lane), it will also be important to improve the connectivity between different heritage resources – for example by emphasising historic links in interpretation and learning materials, or by improving physical links through pedestrian and cycling routes (including leveraging canal towpaths). Routes should ideally be developed in accordance with Legible London principles.

Objective 2.3: Increase awareness of the heritage and its needs

Achieving increased understanding and enjoyment of the Borough's heritage also requires building increased awareness of that heritage. Increased awareness of the heritage and its needs also helps ensure that proposed works to existing heritage resources and new planned developments are aligned with and protect the heritage significance, and the attributes closely associated with that significance. Page 148



* The cartoons were produced by an artist commissioned to capture and represent the comments of those that attended the Consultation events organised for the Conservation Strategy



Increased awareness will happen in part through activities related to interpretation, learning and education (see Objective 2.1), but will also need to be supported by an active programme of marketing and promotion (inside and outside the Borough), including outreach activities and roadshows.

This could include, for example, supplements in newspapers (such as a bilingual column in the history pages of East End Life) or other community publications, or information on heritage events/activities in listings sections. A communications campaign could be launched where heritage is put at the top of the agenda across the Council media for a dedicated week or month, similar to the approach taken to the Healthy Borough and Safer Street campaigns. Production companies could also be encouraged to film in the Borough, making use of the Borough's distinctive heritage.

Outreach and roadshow activities could focus in particular on those groups who own key heritage resources or who are likely to have most impact on the physical development of the Borough, while marketing activities could be undertaken by heritage owners and managers as well as by Council.

Objective 2.4: Provide opportunities for local communities to develop heritage related skills

There are many advantages to supporting community skills development around heritage – by providing tangible benefits, it encourages local communities to engage more and take a more active role with the heritage; it also helps to build the necessary capabilities to support the sustainability of the heritage on an ongoing basis.

Opportunities here could include supplementing any heritage grant with advice and skills training around ongoing maintenance, establishing a heritage or conservation apprentice scheme for local

young people (potentially as part of a Future Jobs Fund application), and incorporating heritage skills as part of intensive training programmes that already exist, such as Skillsmatch. A range of heritage related skills (both traditional and new) could be promoted through these schemes, including research, interpretation, conservation, carpentry and crafts. If sufficient demand were established, a heritage skills training or community education centre could be established, potentially in a converted historic building.

Objective 2.5: Increase community involvement in the ongoing management and promotion of the heritage

The more involved that communities become in heritage and its ongoing promotion and management, the greater the sense of engagement and ultimately ownership of that heritage - and the increased likelihood of its long term sustainability. This is particularly important given that the Council neither owns all of the heritage, nor has the management time and financial resources to safeguard it all for current and future generations.

Increased community involvement will include proposals to seek community engagement – from financially supporting heritage conservation, to identifying appropriate re-uses for obsolescent buildings; from nominating locally important buildings and areas for designation, to leading on their restoration, renovation and maintenance; from providing a venue for presentations and activities to supporting promotion through publicity material and grass-root activities; from designing heritage trails to organising programmes of activities and events to celebrate the Borough's heritage; from contributing to local history records, oral history projects or interpretation material to setting up and managing heritage websites and online discussion forums. This will also involve participation in the Council's management of the heritage, for example at the 'You Decide' event, where residents will be invited to vote for a possible heritage

related improvement project. Greater public consultation on the future of heritage and measures to engage the widest range of Borough residents will also be promoted in the detailed Strategy Implementation Plan.

In the historic town of Richmond in North Yorkshire, for example, locals undertook to restore and renovate the old local railway station, and have now created a successful community and visitor destination which earned top prize at the National Rail Heritage Awards in 2008.

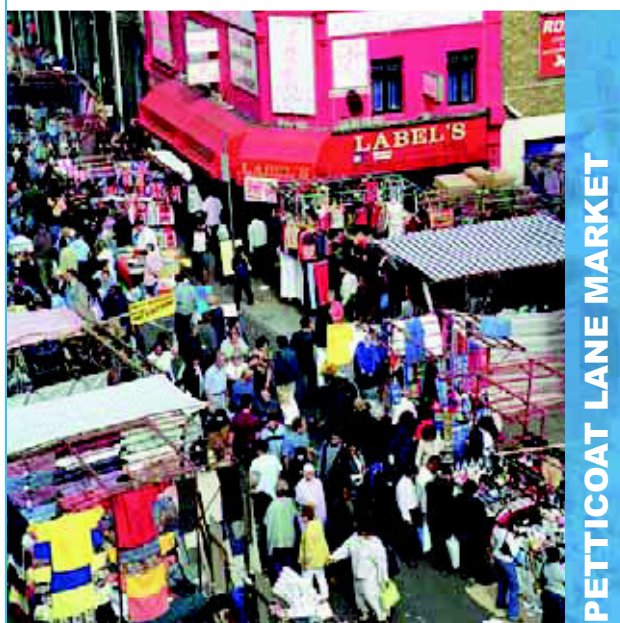
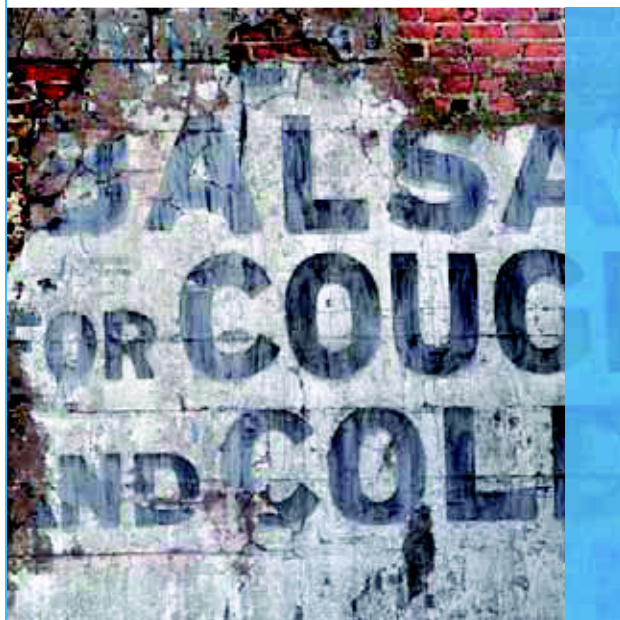
This involvement would build on community consultation that already takes place today around heritage, and that will continue in the future - such as consultation on designation, character appraisals and management guidelines of Conservation Areas, and consultation on the Conservation Strategy itself. A variety of community groups could be involved in these initiatives, such as local schools, youth groups, youth forum, third sector organisations including local history groups, residents' associations, diverse ethnic community groups, and volunteers.

In the London Borough of Lambeth, for example, local residents of a Conservation Area artisans dwelling estate contributed to a comprehensive residents' design guide and history of the estate which was delivered to all of the community.

In addition, heritage owners could be encouraged to place more emphasis on regular monitoring and maintenance, and to ensure they use appropriate experts and resources when undertaking works to their properties (see Strategy Goal 5 for more details). In support of increased community involvement, it will be important to ensure timely Council response to community communications and initiatives.

Objective 2.6: Encourage the development of strengthened community and external stakeholder resources to participate in heritage

In order to increase involvement in heritage and its ongoing management, there is



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a need to strengthen the resources that community and external stakeholder groups can contribute – both in terms of time and also skills. For existing large organisations (such as Canary Wharf or Tower Hamlets Schools Ltd), this could take the form of nominating a consistent point of contact for heritage (such as a Heritage Advisor) that the Council could build a productive, collaborative relationship with.

For other bodies (such as British Waterways or heritage societies), this could involve forming a partnership to leverage in-depth knowledge and contribute to the development of site specific assessments and plans – such as Conservation Area Character Appraisals and Management Guidelines.

Partnerships could also be developed with neighbouring Councils to jointly address heritage on Council boundaries – including, for example, joint initiatives or pilot projects with Hackney to apply for funding and address buildings at risk in areas adjacent to the City (such as Shoreditch).

Opportunities could also be identified to strengthen the voluntary sector for heritage – whether through existing organisations extending their remit, the establishment of new organisations, or by further promoting the Conservation and Design Advisory Panel (CADAP). The CADAP could also broaden its membership to include, for example, community representatives such as Residents' Associations.

In addition, community resources could provide further support for the Council's Heritage Champion – for example in the form of a Young Heritage Champion and/or a Community Heritage Champion. These champions would play an important role in helping to create a bridge between local communities, the Council, and heritage conservation and management.

Ensuring that the Conservation Strategy is effectively implemented, and that the Borough's heritage resources are conserved, enhanced and protected so they

can be enjoyed by local communities, will require strong and integrated governance and management within the Council.

Strategy Goal 3: Ensuring Effective Governance and Management of the Heritage

Objective 3.1: Increase co-ordination with key internal Council stakeholders to effectively manage and promote the heritage on an ongoing basis

Management responsibility for the breadth of Tower Hamlets' heritage is divided between a number of Council departments and functions (such as development, design and conservation, local history library and archives, and parks and open spaces). In addition, many of the heritage resources are impacted by, or have impact on a further range of Council departments (including for example strategic transport, public realm, housing regeneration, children's services and cultural services).

Effective delivery of a Conservation Strategy that incorporates the broad range of heritage in its remit, and that seeks to actively contribute to the Borough's strategic priorities, will require increased and effective coordination between these key internal stakeholders. For example, the Development, Design and Conservation team could be more integrally involved in decision-making on heritage related planning cases.

It will also require more integrated planning. The relevant key strategies, policy documents and programmes that the various departments have developed (such as the Core Strategy 2025 and Development Management DPDs; Public Realm, Street Markets, Third Sector and Local History Library and Archives strategies; Town Centre Implementation; Team Plans; and the Building Schools for the Future programme) need to be aligned and mutually reinforcing with the Conservation Strategy.

The quality of the public realm, for example, can have a significant impact on the historic environment and the overall condition of a Conservation Area. Low level intervention such as removal of street clutter could have significant value, and a tree strategy for the Borough (which also reviews the role of the London Plane Tree) could also benefit the historic environment.

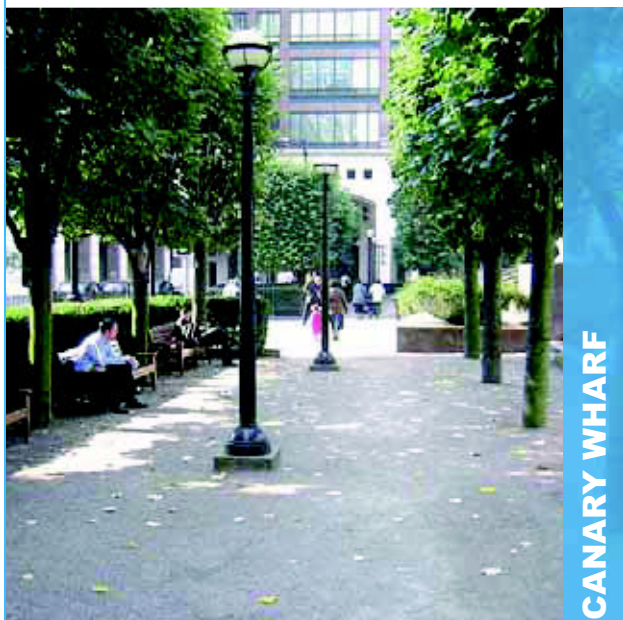
In addition, there needs to be a good understanding among relevant Council stakeholders not only of the Conservation Strategy itself, but also of the key principles and documents that underpin it - such as the Government's recently published Planning Policy Statement 5 (PPS 5) on Planning for the Historic Environment, and English Heritage's Conservation Principles. As part of this, there would be benefit in providing newly elected members with heritage information as part of their information packs. This increased awareness and understanding will help encourage Council stakeholders to make decisions that also benefit the Borough's heritage.

Objective 3.2: Increase the resources available for the Borough's heritage

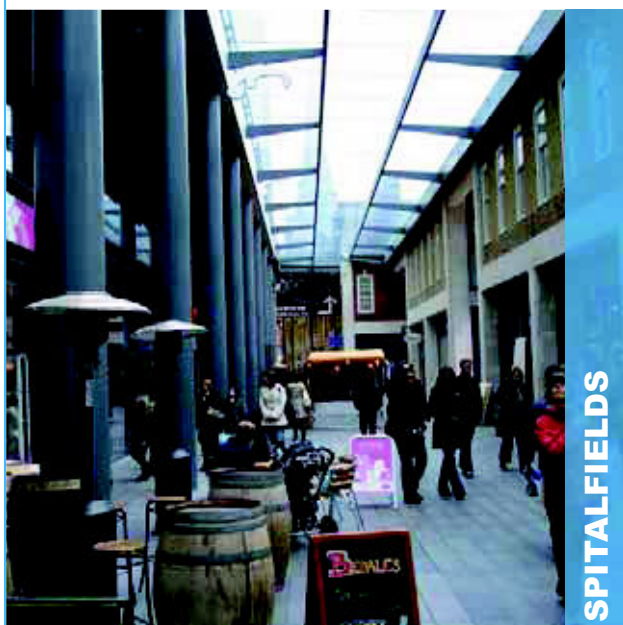
In addition to increased community involvement and closer collaboration within Council and with other stakeholders, delivery of the Conservation Strategy will also require an increase in resources, both management and financial.

Within Council, there would be benefit in recruiting a Community Development and Engagement Officer with the necessary skills and experience to deliver the increased emphasis on community understanding, engagement and involvement. In addition, there would also be benefit in reviewing, and potentially enhancing the role of the Heritage Champion, in line with increased focus on more integrated and proactive working within the Council, and on closer partnership with external stakeholders and other voluntary organisations.

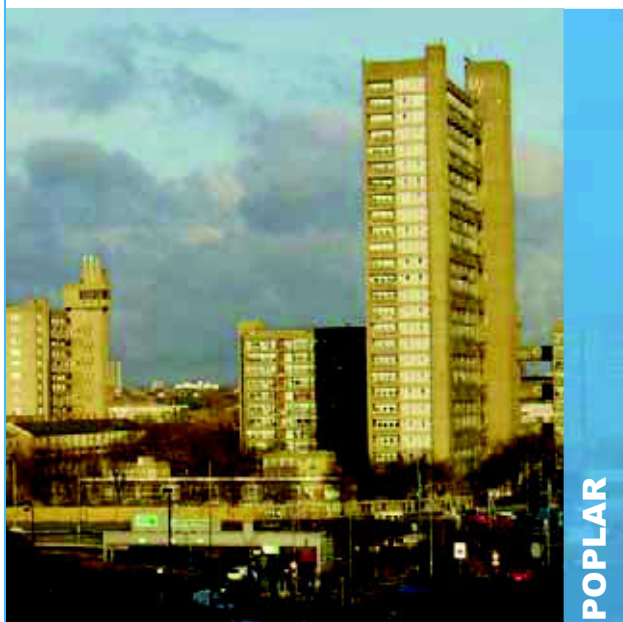
In addition to increased management resources, it will also be important to



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continue to explore opportunities to increase the financial resources available to support the Borough's heritage.

These opportunities could include both public funding sources (such as the Heritage Lottery Fund) and also opportunities for increased contribution from the commercial sector, for example through the Community Infrastructure Levy or Section 106 agreements – although the potential from Section 106 agreements is inevitably more constrained in the current economic climate (see the Implementation Plan for fuller discussion of potential funding sources). As part of this, there would be benefit in maintaining a register of funding sources to enable co-ordinated action and funding applications. In taking this forward the Council will evolve a detailed local heritage at risk register to set priorities for resources.

Tower Hamlets' heritage already plays an important role in the Borough's ongoing development and regeneration, and in contributing to the Borough's sustainability agenda.

The distinctiveness of the Borough's history and development gives Tower Hamlets a unique identity and sense of place, while the historic parks and open spaces, trees and landscapes provide important environmental benefits and access to green infrastructure. The successive waves of development and immigration have created a tradition of adaptive re-use in the Borough that continues to this day, with a number of historic buildings successfully brought back into economically or socially viable use (such as the old Truman Brewery). A number of key heritage resources (such as the Tower of London and Whitechapel Art Gallery) actively contribute to tourism and the visitor economy, and also contribute to social inclusion, education, culture and recreation agendas.

Continuing to increase the contribution of heritage to regeneration and sustainable development will not only support delivery

of some of the key strategic priorities for the Borough and for London more broadly, it will also help to ensure the ongoing protection and conservation of the Borough's heritage.

Strategy Goal 4: Increasing the Heritage's Contribution to Regeneration

Objective 4.1: Work with community, stakeholder and other partner groups to secure economically viable futures for heritage resources by reusing historic buildings

Heritage resources are often most effectively managed and sustained over the long term if they are being actively used, and if that use is at least economically self-sustaining.

For those heritage buildings that are currently empty and whose future sustainability is at risk because of lack of occupancy (such as schools for example), it will be important to identify opportunities for sensitive adaptation and re-use that are economically viable, in keeping with the significance and value of the building, and aligned with community needs. As well as effectively protecting the heritage, successful re-use of historic buildings also actively contributes to regeneration priorities by, for example, helping address issues around housing shortages or by providing premises for local businesses. Here we will work with all building owners and housing providers in a pro-active project.

The issue of economic viability is also relevant to the Borough's street markets. As well as being an important part of the Borough's history, these markets also play an important role in meeting community needs and contributing to the visitor economy. For those that are not currently performing well, it will be important to identify opportunities to increase their use, vibrancy and ongoing sustainability (see Street Markets Strategy for more details).

Objective 4.2: Encourage development that is sensitive to, and that celebrates the Borough's heritage

Significant new development is a reality of Tower Hamlets' regeneration over the next few years. Development that is sensitive to, and that celebrates the Borough's heritage will not only protect that heritage, it will also support the unique sense of place and identity that the heritage provides. As part of this, developers, Registered Social Landlords, and community and regeneration organisations could be encouraged to bring forward high quality and imaginative schemes that deliver wider objectives for the local area, but that also have identifiable benefits for the Borough's heritage and significance, and that respect and harmonise with the setting of the heritage.

In addition, a prioritised list of public realm improvements (including removing street clutter from Conservation Areas, or introducing public art) could also be identified that would provide the most integrated benefits to the Borough – conservation and enhancement of the heritage, and improved quality of life for communities and visitors to the Borough. This would be in alignment with the Council's Public Art Policy for Tower Hamlets and its planned Public Realm Strategy.

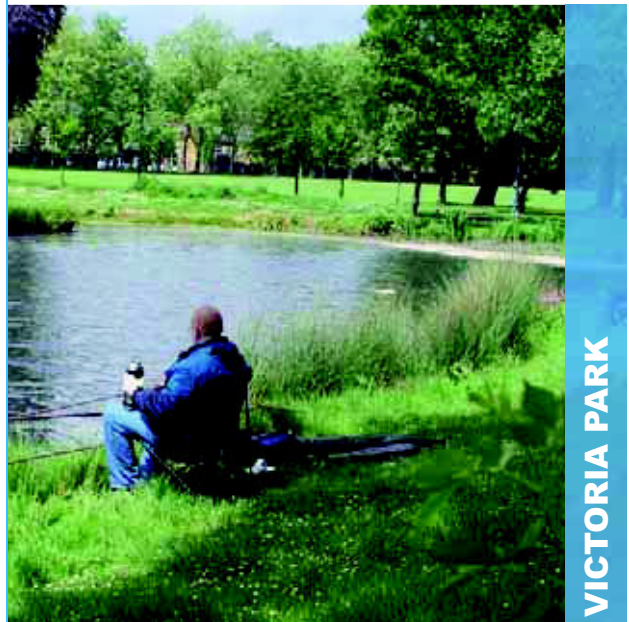
These initiatives could be further supported by the establishment of heritage and design awards to recognise best practice in this area. Aberdeenshire Council, for example, run the Aberdeenshire Design Awards, which aim to stimulate and develop a deeper and broader interest in traditional architectural surroundings. In 2008, an award was given to The Walking Way in Fraserburgh, an art and landscape intervention that included as its key central element a curving sculptural structure inspired by the town's rail and maritime history.

Objective 4.3: Increase the contribution that heritage can make to tourism

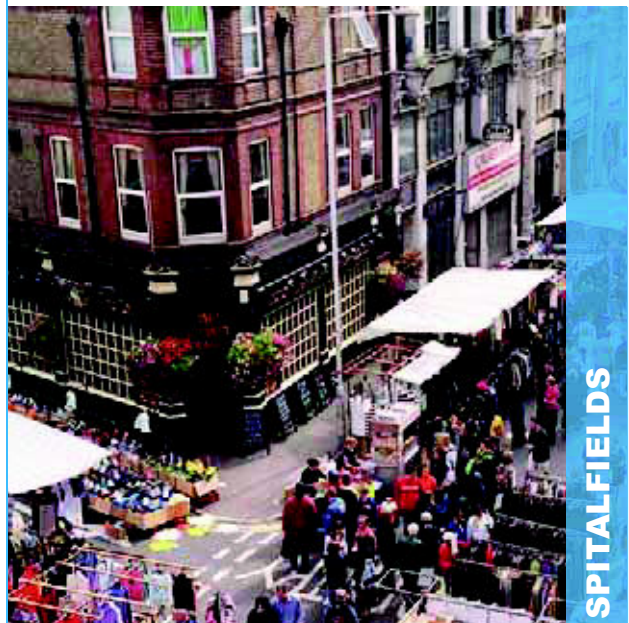
Tower Hamlets has a wealth of internationally, nationally and locally



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important heritage resources which are broadly distributed across the Borough. Despite this, tourism activity and focus is currently concentrated on a small number of 'honeypot' sites (for example the Tower of London and Brick Lane). There would be benefit in dispersing tourism activity more broadly across the Borough - this would help spread the benefits from tourism (both economic development and heritage conservation benefits) more evenly, and also relieve the pressure and impact on the 'honeypot' sites themselves.

A key opportunity here is the development of a tourism/destination marketing strategy that would identify a number of additional heritage tourism clusters across the Borough, and that would identify opportunities to connect those clusters and encourage visitor movement between them. This could involve the development of a centralised Tourist Office where locals and visitors could access information about the Borough and its heritage. The 2012 Olympic and Paralympic Games also present significant opportunities, and could drive a significant increase in the numbers of visitors to the Borough.

Objective 4.4: Increase the contribution that heritage can make to the sustainability and climate change agenda

Sustainability and the climate change agenda has increased in prominence over the last few years, and now forms a key part of national, regional and local agendas. The historic environment already makes a contribution to the sustainability agenda in a variety of ways. The focus on adaptation and reuse of heritage resources, which has long been a characteristic of Tower Hamlets, reduces the consumption of building materials and energy, and reduces waste. Conservation of historic buildings with appropriate materials and labour from local sources also reduces emissions, the costs of transport and its harmful impact on the environment.

However, there is a need and opportunity to increase this contribution further – by

ensuring that all applications for works to the Borough's heritage resource include consideration of sustainability impacts and opportunities as appropriate, and by establishing a grant scheme to encourage owners of heritage resources to make appropriate adjustments to improve the carbon performance of their building - on the understanding that any such improvements do not significantly undermine the significance associated with those buildings. The development of an SPD in this area would help provide further guidance.

These principles could also be showcased through a pilot project where, for example, a historic building or Conservation Area is renovated to improve its eco-performance without compromising its historic interest. This pilot approach has worked successfully in the London Borough of Camden (Eco-House Project) and in the London Borough of Lambeth (Sustainable Conservation Area Initiative).

Objective 4.5: Increase recognition of how heritage contributes to regeneration, and of the benefits this brings

As described above, heritage already plays an important role in contributing to Tower Hamlets' ongoing development and regeneration, and this contribution in turn helps to protect and sustain that heritage over the long term. Increasing understanding and recognition of this contribution, and the benefits that it brings, will facilitate an increase in the scale of contribution – as partner, stakeholder and community groups become more receptive to the value of integrating heritage within their own priorities.

Key here will be to undertake: a baseline study and ongoing monitoring of the role of heritage in attracting investments, residents, businesses or tourists to the area; an assessment of the contribution of heritage to the public realm, quality of life and leisure; and an assessment of the contribution of heritage-led regeneration to the rejuvenation of town centres. This will

need to be integrated with other ongoing studies around local market economics. Findings could then be actively promoted and celebrated, for example through features in general newspapers, on the Council website/heritage portal, and in presentations to stakeholders.

There have been limited comprehensive surveys on the condition of the heritage in the Borough, but there are indications that in some areas the heritage has suffered from inappropriate works, lack of maintenance, graffiti and vandalism. Heritage whose condition has been allowed to deteriorate too far runs the risk of irretrievably losing its value, and it is important therefore to focus on maintaining the condition of the heritage on an ongoing basis.

Strategy Goal 5: Improving the Condition of the Heritage

Objective 5.1: Continue to actively seek to remove all heritage resources from the Heritage at Risk register

The Heritage at Risk register identifies those heritage resources of national significance that are most in danger of losing their value. Continuing to address the issues associated with these resources needs to be a key priority action. Given the nature of some of the issues facing the heritage, and given also that many of the resources are not under Council ownership or that resolving the issues may require working with partners, this is likely to be a multi year process. Where there are Conservation Areas at risk, efforts should be linked to the Public Realm Team's service projects of graffiti removal and fly posting in Conservation Areas.

As part of this, if limited progress is being made on addressing the issues, the Planning Enforcement team will need to be actively involved (and also the Public Realm and Environmental Health Enforcement Teams, as appropriate), and a range of enforcement measures considered



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(including, if appropriate, compulsory purchase of heritage resources). There would also be benefit in publicising the Heritage at Risk register more broadly and prominently both locally and nationally. This will help increase awareness of those resources that are at risk, and could also help prompt further support in resolving the issues that they face, as well as matching new uses with heritage at risk.

Objective 5.2: Develop and implement an integrated monitoring and maintenance regime for the heritage that includes all heritage owners

In parallel with addressing the immediate conservation priorities that are identified through the Heritage at Risk register, a key step in improving the condition of the heritage more generally is to establish a regular monitoring and maintenance regime. This needs to take into account the findings from the Conservation Area Appraisals, and should link to the 'Total Place' pilot project, where the Council would provide 3-5 service standard commitments to residents in return for an agreement to follow set 'management guidelines'. Regular monitoring and maintenance will enable any issues related to the condition of the heritage resource to be identified and addressed early on, before they become prohibitively large scale or complex to address.

In addition, systems and processes can be established to facilitate a quick response to heritage owners (e.g. by letter) if inspections reveal that a particular heritage resource is in need of maintenance. Heritage owners can also be encouraged to build monitoring and maintenance into construction contracts, so that maintenance regimes are formally established, and also encouraged to contribute to a 'Maintain our Heritage' service. 'Maintain our Heritage' was first launched as a pilot scheme in Bath, and focused on providing an inspection service for historic buildings in return for a small fee from owners. Where appropriate, heritage owners can also be encouraged to develop a Management Plan for their heritage resources.

Objective 5.3: Proactively encourage heritage owners to use appropriate resources when undertaking works to their properties

Some of the issues relating to the condition of the heritage resource are driven by inexperienced contractors carrying out inappropriate works. Works carried out on heritage resources require a good understanding of the significance of that resource, and therefore of what works would be appropriate. Heritage owners have sometimes found it difficult to source appropriate contractors or crafts people, so there would be benefit in developing an easily accessible centralised database of appropriately qualified companies/individual practitioners, together with a database of outlets where appropriate materials and fixtures for heritage resources could be found.

In addition, the use of appropriate resources could be further encouraged by the establishment of an awards scheme that recognises high quality works and that helps to foster pride in the heritage of the property, and by continuing to offer grants for works.

In addition to increasing community understanding and involvement in the heritage, and to increasing the contribution of heritage to regeneration, the future sustainability of heritage will also need to be safeguarded by increasing its protection through the planning system - to ensure that its significance is conserved and sustained within the context of development and a changing built environment.

Although there is good protection already in place for much of the Borough's heritage, there are still some important gaps – there is limited detail on specific characteristics that contribute to significance, which can result in inappropriate developments; there are key heritage structures or themes that are important to the Borough's history and sense of identity that are not currently included in designations; and protection for locally important heritage is not currently as strong as it could be.

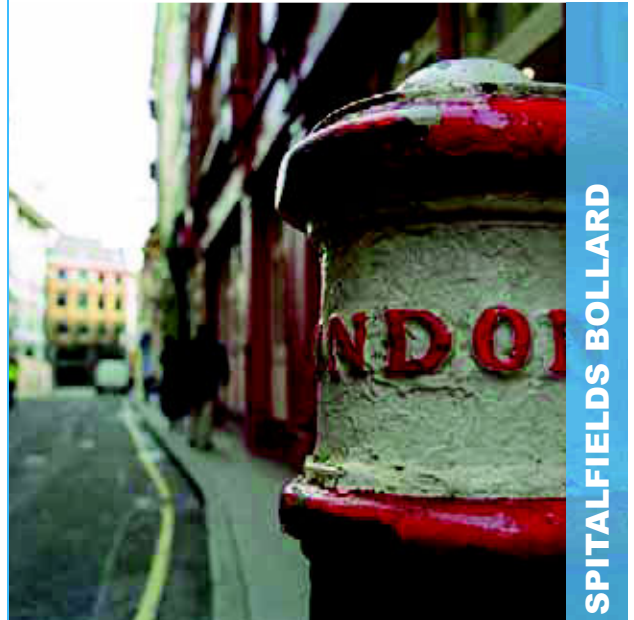
Key elements will also need to be incorporated into the Local Development Framework through relevant Development Plan Documents (DPDs) and Supplementary Planning Documents (SPDs) - including for example through a Development Management DPD, Site and Place-Making DPD, and Urban Design SPD.

Strategy Goal 6: Ensuring Effective Protection of the Heritage

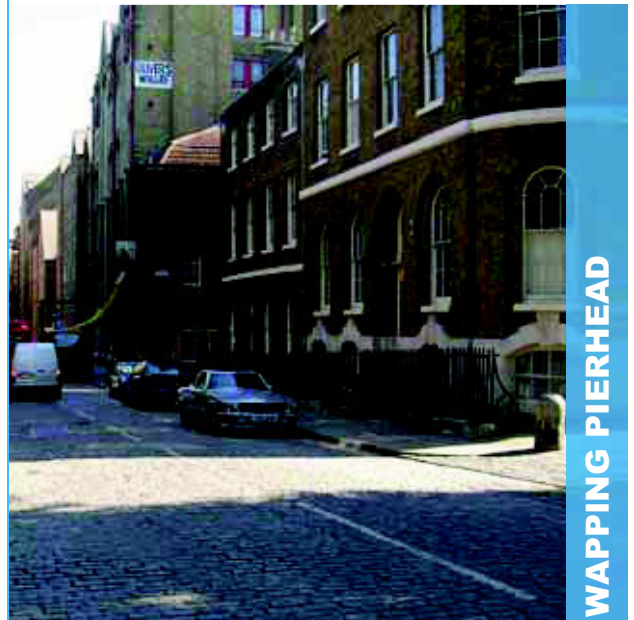
Objective 6.1: Ensure that the key heritage resources that contribute to an understanding of Tower Hamlets' history and development are included within the Borough's designations

The heritage that is designated and recognised through the planning system should include resources that are considered to be of international and national importance, and also resources of local value that play an important role in the history and (ongoing) development of the Borough. An initial view of the range of heritage resources that have been designated suggests that there may be some areas currently under-represented by the designations (including for example the dock basins in the West India Dock Conservation Area, and the basins in the Coldharbour Conservation Area).

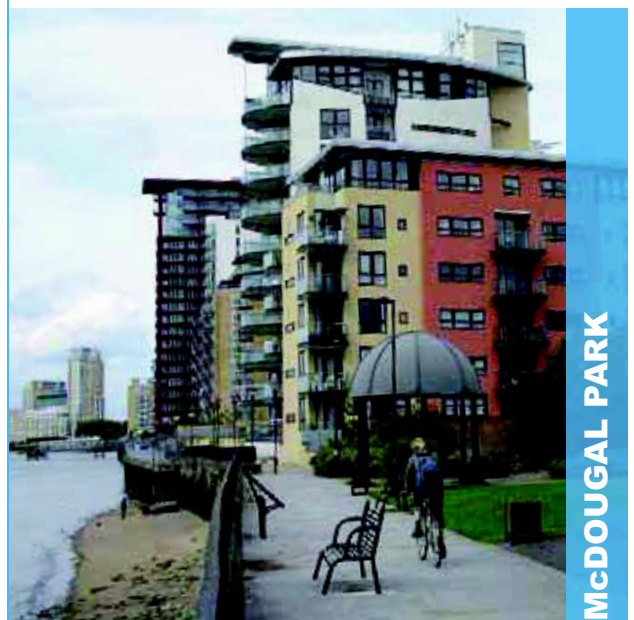
A thematic study should therefore be undertaken to identify whether there are any key gaps that should be addressed by additional designations/listings, and to determine whether Conservation Areas include within their boundaries all heritage resources that contribute to their significance. This study should take into account the historic characterisation work used to inform the Core Strategy 2025. Themes that this study could focus on include, for example, industrial heritage and factories, modern heritage, urban townscapes and street signs, art deco heritage, pubs and pie and mash shops, and historic schools, libraries and learning centres.



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Objective 6.2: Increase the clarity around what developments are permitted and appropriate in Conservation Areas

One of the key challenges facing the Borough's heritage resource is inappropriate works. Continued inappropriate works can have a damaging impact on the heritage resource, and can significantly undermine its significance and values (such as at Hackney Road for example).

Increasing specificity and clarity around what works are appropriate and permitted (for example by developing more detailed Conservation Area Character Appraisals and Management Guidelines, in line with the approach being taken for Fish Island and that address issues specific to the historic parks contained within the Conservation Areas, or by developing more detailed lists of permissive development and tailored design guides) should help to address this issue, as should engaging more proactively with developers.

It should also help to reduce the burden on both applicant and Council management time – by increasing the likelihood of planning submissions proposing appropriate works, and by reducing the need for enforcement against inappropriate works.

Objective 6.3: Increase the protection available to locally important heritage resources

Although internationally and nationally important heritage resources in the Borough are clearly recognised for protection in the planning system, it is also important to ensure that locally important heritage is also fully recognised and protected. Locally important heritage is defined as either heritage that contributes to understanding and appreciation of the history and development of the Borough, or heritage that is important to local community groups. It is therefore an important part of supporting the 'One Tower Hamlets' Vision that is set out in the 2020 Community Plan. This is the type of heritage that is often most at risk when significant development takes

place in an area, and there are significant changes to the built environment.

Protection for locally important buildings could be strengthened through the establishment of policies as part of the Development Management DPD (see Figure 1). In addition, a new designation for 'Locally Distinctive Areas' could be established that recognises areas that are distinctive and that actively contribute to the local environment, but that are not considered significant enough to be designated as Conservation Areas (such as the Isle of Dogs for example).

This approach has proved successful in elsewhere in the UK – the London Borough of Croydon, for example, has designated Areas/Neighbourhoods of Special Character (ASCs), while the concept of Areas of Local Distinctiveness was introduced in the Coventry Development Plan 2001, with Supplementary Planning Guidance produced for designated areas.

Objective 6.4: Increase the protection for the setting of key heritage resources and key views

Views and visual relationships (within, into and out of Tower Hamlets) are an important part of both the heritage and the modern experience of the Borough. They enhance the experience of understanding the history of Tower Hamlets, and also help orientation around the Borough. In addition to challenges surrounding protection of locally important heritage, Tower Hamlets also faces issues around the setting of the heritage resources and key views, with developments already encroaching and impacting on the physical and visual context (for example at the Tower of London, and at St Anne's Church Conservation Area).

Statements will need to be developed that clearly delineate the setting of a heritage resource, and that specify what type of development would be most appropriate there. A hierarchy of key views also needs to be established. Protection for the setting and key views will then need to be

strengthened through the establishment of policies as part of the Development Management DPD.

Objective 6.5: Increase the protection available to the intangible heritage of the Borough

In addition to protecting the physical heritage resource of the Borough, and the setting and key views associated with that resource, it is also important to ensure that the intangible heritage is protected through the spatial planning process – that no changes take place to the physical structure of the Borough that would undermine the existence or viability of the various markets, contemporary events and festivals, performing arts, social practices, traditional crafts, and other aspects of intangible heritage. There would therefore be benefit in establishing policies as part of the Development Management DPD for the protection and enhancement of markets, festivals and other components of the intangible heritage.

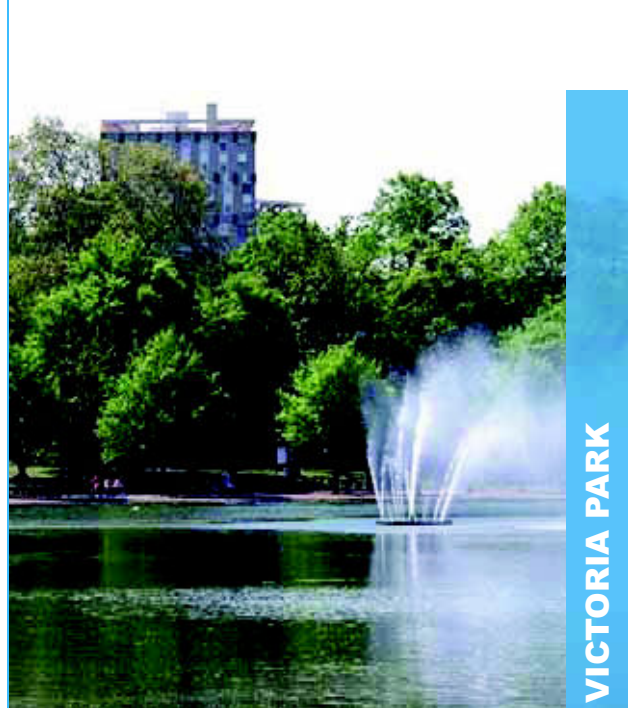
Objective 6.6: Increase enforcement to protect the heritage

Strengthening protection through the planning system and through planning policies is an important part of protecting the heritage resource. At the same time, however, it is also important to ensure that those planning policies are well enforced. At present, anecdotal evidence suggests that inappropriate and unauthorised works continue to take place to heritage resources.

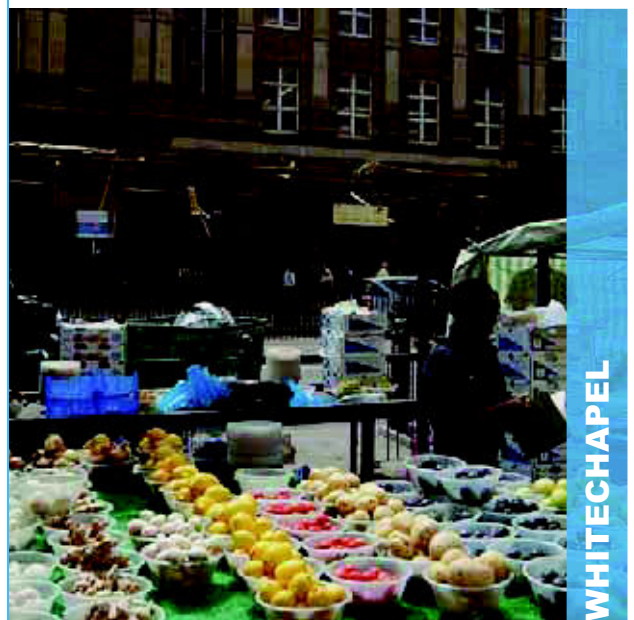
A new and more regular monitoring system will help to deter owners from undertaking unauthorised works, but it will also be important to publicise enforcement actions more strongly, for example on the Council website/heritage portal and in letters to owners of heritage resources, and to ensure that enforcement actions, including removal of unauthorised works, are prominently carried out as appropriate. In addition, for larger scale works, or works to particularly sensitive heritage resources, the Council



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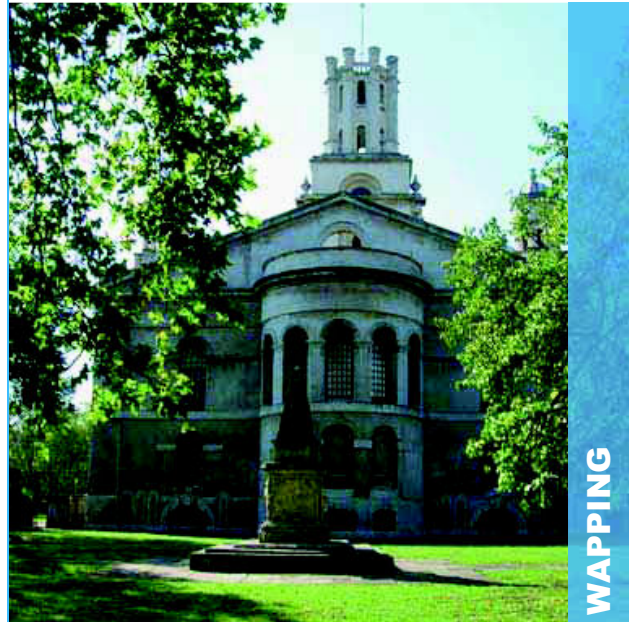
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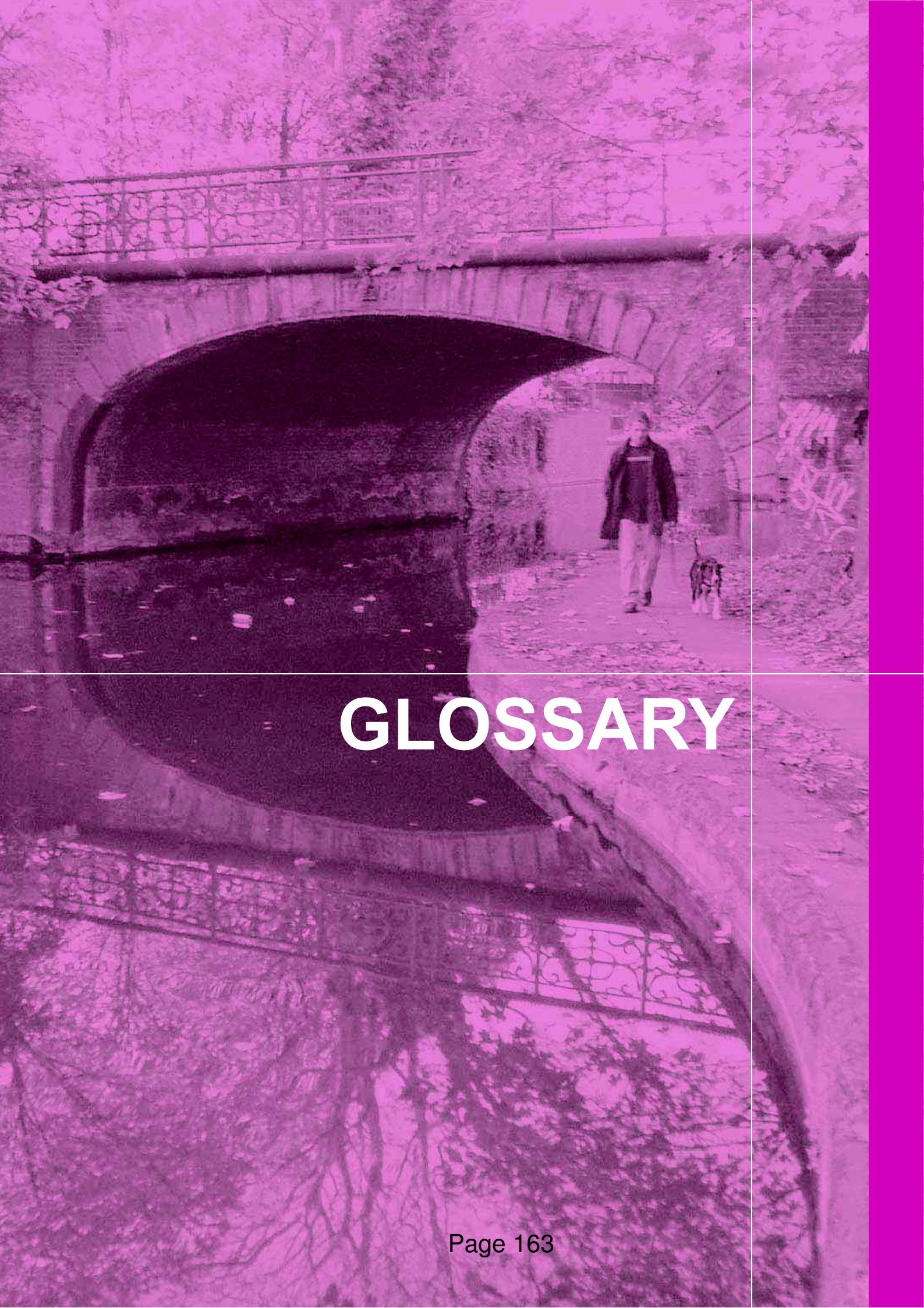
should consider making planning permission subject to the use of appropriately skilled contractors.

Implementing the Conservation Strategy

A separate Implementation Delivery Work Plan will be developed for the Conservation Strategy. The Plan will set out a summary of the key actions required to deliver the Strategy Goals and Work Plan Objectives, and their relative prioritisation and timescale. It will identify the key accountabilities and partners for the actions, and potential funding sources. It will also emphasise the importance of updating the baseline information on the heritage resource and the key challenges facing it on a regular basis, and set out an approach for monitoring and evaluating progress against the Strategy.

The Work Plan will be developed with public and stakeholder involvement through consultation as it will require the co-operation and assistance of many individuals and organisations. All organisations that commented on the Conservation Strategy and assisted with its evaluation will be consulted on the Work Plan which will be the very next step in implementing the strategy.





GLOSSARY



GLOSSARY

Archaeological interest – derives from the potential of a heritage resource to yield evidence about past human activity.

Architectural and artistic interest – derives from the ways in which people draw sensory and intellectual stimulation from a heritage resource – from its design, construction, craftsmanship, decoration and general aesthetics.

Article 4 direction orders – designations imposed locally which restrict some of the permitted development rights which householders would otherwise enjoy under planning regulations. Article 4 direction orders do not in themselves prohibit any action, but they mean that a landowner is required to seek planning consent for relevant actions.

Community interest – derives from the meaning of a heritage resource for the people who relate to it, or for whom it figures in their collective experience or memory.

Conservation – the process of managing and enabling change to a heritage resource in a way that preserves its significance, while recognising opportunities to reveal or reinforce that significance for present and future generations.

Core Strategy 2025 – the key spatial planning document for Tower Hamlets, setting out the vision and key issues for the Borough and how these will be addressed.

Designation – formal status under law or policy intended to sustain particular heritage interests and resources. Designated heritage resources include World Heritage Sites, Scheduled Monuments, Listed Buildings, Registered Parks and Gardens and Conservation Areas.

Development Management DPD – forms part of the Local Development Framework, builds on the Core Strategy 2025 and sets out more detailed policies for managing development.

Development Plan Documents (DPDs) – form part of the Local Development Framework and support the Core Strategy 2025. They set out the Council's policies for managing development.

Heritage – all inherited resources which people value for reasons beyond mere utility.

Heritage collections – objects and materials associated with the past, including archives, books, photographs, museum objects, audio-visual material and born-digital records.

Heritage resources – all aspects of the historic environment, and also heritage collections and intangible heritage.

Historic environment – all aspects of the environment resulting from the interaction between people and places through time, including all surviving physical remains of past human activity (whether visible, buried or submerged) and landscaped and planted or managed flora.

Historic environment record – a public, map-based data set, primarily intended to inform the management of the historic environment.

Historic interest – derives from the ways in which past people, events and aspects of life can be connected through a heritage resource to the present.

Intangible heritage – includes inherited traditions or living expressions, such as oral traditions, performing arts, social practices, rituals, festive events, and traditional knowledge, skills and practices.

Local Development Framework (LDF) – statutory plans produced by the Council that comprise a portfolio of Development Plan Documents, Supplementary Planning Documents, Statement of Community Involvement, Local Development Scheme, Annual Monitoring Report and others.

Permitted development rights – allow landowners to undertake minor development under a deemed grant of planning permission, therefore removing the need to submit a planning application.

Planning Policy Statements (PPS) – set out the Government's national policies on different aspects of spatial planning in England.

Public realm – the space between and surrounding buildings and open spaces that are accessible to the public and include streets, pedestrianised areas, squares, river frontages.

Section 106 – section of the Town and Country Planning Act 1990 which allows a local planning authority to enter into a legally-binding agreement or planning obligation with a landowner in association with the granting of planning permission. These agreements are a way of delivering or addressing matters that are necessary to make a development acceptable in planning terms. They are increasingly used to support the provision of services and infrastructure, such as highways, recreational facilities, education, health and affordable housing.

Setting – the surroundings in which a heritage resource is experienced. Its local context, embracing past and present relationships to the adjacent landscape.

Significance – the value of a heritage resource to current and future generations because of its heritage interest. This could be historic, archaeological, architectural, artistic or community interest.

Site and Place-Making DPD – forms part of the Local Development Framework and allocates specific sites for specific land uses, such as housing.

Spot listing – emergency procedure where individual threatened buildings are assessed and, if they qualify, are added to the statutory list.

Supplementary Planning Documents (SPDs) – form part of the Local Development Framework, and are intended to provide detailed guidance on how policies in the Core Strategy 2025 will be implemented.

Strategy – what an organisation is seeking to achieve and how it will achieve it.

Sustainable – capable of meeting present needs without compromising ability to meet future needs.

Third sector – non-governmental organisations that are value driven and which principally reinvest their surpluses to further social, environmental or cultural objectives. It includes voluntary and community organisations, charities, social enterprises, cooperatives and mutuals.

Unitary Development Plans (UDPs) – old style development plans prepared by some unitary local authorities that set out long-term strategic goals for land use, together with the planning policies and standards that will be used to make decisions on planning applications.



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APPENDIX 2:

SUMMARY OF THE PUBLIC CONSULTATION UNDERTAKEN AND THE COMMENTS RECEIVED.

1. Introduction

- 1.1 The Conservation Strategy has been created in consultation with, and the detailed input of, a wide range of organisations, both locally and nationally. Recognised experts in the field, including in the national context English Heritage and the National Amenity Societies were consulted, and all locally knowledgeable groups have been consulted for their views and guidance.
- 1.2 But just as importantly, arrangements were made to consult with the widest range of local people for their input, because it is those who know the local history and context of Tower Hamlets who had much to offer in terms of knowledge of the borough's history. In formulating the Strategy's specialist aims, their view and guidance on the future of the heritage was counted as vital. Extensive internal consultation also occurred within the Council itself, including the convening of a steering group with key internal stakeholders.
- 1.3 The first draft Strategy was subject to very widespread public consultation, following posting on the Council's website for comment; residents, landowners and stake-holders were notified and were given the opportunity to comment / meet regarding the documents. Two public meetings focused upon the new Strategy.
- 1.4 This report provides Members with a briefing on the consultation process and the responses received during that consultation which ran from December 2009 until April 2010.

2. Background

- 2.1 The Government's Planning Policy Statement 5, "Planning for the Historic Environment" (PPS 5), is the basis for the creation of the Conservation Strategy which advises: "Plans and strategies should set out a positive strategy for the conservation and enjoyment of the historic environment."
- 2.2 PPS 1, "Delivering Sustainable Development", further advises that "local communities, businesses, the voluntary sector, and individuals have a right to a high quality planning service that is fast, fair, open, and transparent." This consultation process has been set up to ensure the greatest openness and transparency in the evolution of this new Strategy.

3. Consultation Undertaken

- 3.1. A consultation plan was written to guide and inform the consultation process in conformity with the Council's Statement of Community Involvement. Additionally, an Equality Impact Assessment was carried out on the new Strategy and the process around its evolution.

- 3.2 The draft strategy, with options including information about the Public Meeting, was placed on the Tower Hamlets website and a related consultation survey website. A consultation email address was also advertised to receive comments.
- 3.3 Letters were sent to all stake-holders with an interest in the borough's heritage, including LAP's, major landowners, public agencies, amenity societies, residents associations and registered social landlords, informing them of the draft document and seeking their comments. The Tower Hamlets Interfaith Forum, Access Group and LBGT Group were contacted in this way. All stake-holders were given the opportunity of meeting officers for detailed discussions.
- 3.4 A Public Meeting was held on the 20th of January 2010 at Oxford House in Bethnal Green and was advertised in East End Life and on the Council's website, stake-holders were also invited by letter. The building was fully accessible and an exhibition of consultation material was on display and a comprehensive presentation was made by officers of the draft document. Provision was made for translation and the aurally and visually impaired. 35 members of the public attended and took part in discussions; comments were both made directly at the meeting to officers and later in writing. All comments were recorded and analysed. A further key local stake-holders meeting took place on 10th February at the Town Hall.
- 3.5 Drop-in sessions with exhibitions attended by officers were run at the Council's Idea Stores, and consultation drafts of the strategy deposited it at the Council's Idea Stores, libraries and Bancroft Road Reference Library.
- 3.6 Council departments were consulted internally for their comments regarding the drafts and workshops were held with key officers in evolving the document.

4. Comments Received

4.1 Comments were received at the Public Meetings and drop-in sessions, at face - to-face meetings, by post and by email. In all approximately 700 comments on individual matters were received from residents, businesses and stake-holders at the national, regional and local levels; below are set out the organisations who responded.

- English Heritage
- British Waterways
- The Historic Chapels Trust
- Historic Royal Palaces
- Leaside Regeneration
- Design for London
- Transport for London
- Mile End Old Town Residents Association
- Jewish East End Celebration Society
- Gateway Housing Association
- Tower Hamlets Conservation and Design Advisory Panel
- Docklands Light Railway

4.2 A wide ranging and useful discussion was had with those who attended the public meeting and this meeting generated many useful comments that were acted on in revising the document. The representations received covered a wide range of issues; the key ones are set out below. The Strategy has been adjusted in line with those public comments .

4.3 There was general public support for the overall aims of the Strategy in preserving and enhancing the character of the Borough’s historic environment. There were no objections to the main proposals of the Strategy, comment was made as to details in the document.

4.4 Revisions were suggested to:

1.	Make document clear and easy to read, with clear definitions and explanation of scope of matters covered.
2.	Increase participation in the heritage, chiefly around communication with the public, key stakeholders and third sector organizations, as well as learning, particularly among owners and young people; particular comment was made by the Docklands Light Railway to not restrict the ongoing development of the DLR and to work with the DLR towards managing its heritage, and that the aim of conservation, regeneration and improved public transport are complementary, and that the Strategy should not restrict the deemed planning powers of the DLR.
3.	Increase learning about how to protect the heritage, particularly with building owners and amongst young people;
4.	Bring forward greater education and assistance for RSL’s, community and regeneration organisations;
5.	Emphasise climate change, sustainability and available heritage skills;
6.	Improve the condition of the heritage, particularly that empty or at immediate risk;
7.	Emphasise the re-use of heritage buildings;
8.	Need to balance conservation with need for new development and infrastructure, ensuring that a focus on heritage is not so excessive as to be favoured at the expense of vital future change;
9.	Highlight the role of enjoyment of the heritage locally, increase heritage interpretation and tourism;
10.	Recognise the role trees and streetscape have to play in the heritage and make improvements to historic public realm;
11.	Recognise particular heritage types Including Industrial archaeology, public houses, University Settlements, cemeteries, pie-and-mash shops, Art-Deco buildings, museums and archives and historic social housing;
12.	Highlight the need for wider protection of 'non-designated' heritage of communal value, borough views, locally important buildings and places;
13.	Improving the quality of historic building records, and make records accessible on the web;
14.	Proactively emphasise archaeology, canals, markets and industrial, twentieth century as well as social history;

- | |
|--|
| 15. Increase protection of historic buildings and places, and their setting, and use enforcement action. |
|--|

5. Considering the Representations and Next Steps

- 5.1 Officers scheduled and assessed in detail all the comments received, which are available for inspection. This schedule has informed the amendments to the text of the document where appropriate, the text being extensively revised to reflect public comment. It is this public consultation which has formed the most important thread of the Strategy evolution, and it is upon this that the Strategy Goals are based.
- 5.2 An acknowledgment letter or email will be sent to all individual organisations who commented on the draft documents, thanking them for their kind assistance and providing feedback to comments regarding the course of action taken and information about the completed strategy and next steps of implementation.
- 5.3 Where comments on the strategy were not directly relevant, these will be taken up for consideration by Council officers outside the strategy framework.

Agenda Item 6.2

Committee: CABINET	Date: 6 October 2010	Classification: Unrestricted	Report No:	Agenda Item:
Report of: Corporate Director, Development & Renewal Originating officer: Toks Osibogun		Title: Neighbourhood Shops Policy Wards Affected: All		

1 SUMMARY

- 1.1 This report recommends that Cabinet agree, in principle, to adopt a policy to provide a framework for the management of the Council's shops portfolio.
- 1.2 It is proposed to undertake consultation on this proposal following Cabinet's in principle decision to approve the adoption of this policy.

2 RECOMMENDATION

It is recommended that Cabinet agree to

- 2.1 Consider the draft policy in Appendix 1.
- 2.2 Authorise the Corporate Director of Development and Renewal to consult on the draft policy.

3 BACKGROUND

- 3.1 Local shops provide the community with facilities which are used by customers on a day-to-day basis. The availability of goods is an integral part of the quality of life for those that regularly use the shops. In order to ensure the Council has a consistent approach to its letting of shops, it is considered necessary that a policy is formalised and adopted which would result in service improvements to the residents of the borough.
- 3.2 The management of the Council's shops is currently being undertaken by the Asset Management Division within Development and Renewal Directorate.

The Council owns approximately 270 shops generating an annual revenue income of £1.9M. These shops are situated within HRA designated land. A break down of the current uses is set out below:

Use Class/Use	Description/Comments	% of overall portfolio
A1	Shops	64.81%
A2	Financial and professional Services	11.48%
A3	Restaurants/Cafes	5.56%
A4	Drinking establishments i.e. pubs/bars	1.85%
A5	Hot Foods & Take Aways	5.56%
D1	Non residential institutions	3.70%
B2	General Industrial	0.37%
B1	Businesses i.e. Offices	0.37%
Sui Generis	Theatres etc	2.59%
Voids	Vacant Units (a number of these are being held pending development)	3.71%

- 3.3 These shops form an important access point for the local community, especially the elderly, socially isolated and people who find it difficult to use public transport to go out of their shopping area.
- 3.4 Neighbourhood shops can offer price competition, opportunity for alternative supply chain and a greater variety of goods. Furthermore, a suitable spread of retail outlets can ensure that the sustainability of the Council's aim of maintaining its aim of working with businesses to increase prosperity and protect jobs while maintaining a healthy and sustainable community.
- 3.5 It should be noted that it is being proposed that in parades where there are existing A3 and A5 uses (restaurants/cafes and hot foods and takeaways), the Council as landlord will not allow a shop to change its use to uses within these classes but will support proposed changes of use that encourage the sale of healthy foods, including fresh fruit and vegetables. Furthermore, where a unit becomes empty and available for let, there will be a presumption against A3 and A5 uses, however, this will be considered in the context of the viability of the parade and the existing level of provision locally.

4 CONSULTATION

- 4.1 It is proposed to consult with key partners such as Tenants and Residents Association, Tower Hamlets Homes, The Foundation Trust, Primary Care Trust and the Police to seek their views. Additionally, it is proposed to consult Members, relevant Council Officers as well as existing shop tenants and residents to seek their views.

Written explanation as to the objectives of the exercise will be provided as part of the consultation exercise. This will also be provided in Bangladeshi, Somali and Cantonese.

5 COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 5.1 The report seeks pre-consultation Cabinet approval of the draft Neighbourhood Shops Policy which focuses on the prioritisation of available properties to provision of goods and services which best meet local needs, whilst ensuring commercial considerations of property are taken into account.
- 5.2 Members should note that any measures to restrict shop usage could adversely impact on rental income receivable, and this could have unfavourable financial implications for the Housing Revenue Account. Achievement of specific policy objectives, in this regard, and in particular the desired outcome of a more balanced and sustainable mix of commercial outlets should be considered in this context, and with the statutory requirement to have a balanced HRA. It is not possible to quantify the exact financial implications of the proposals contained within this report, however shops which meet local needs and are run on a commercial basis are likely to be more profitable and hence provide a better secured return for the HRA in the long run.
- 5.3 Costs associated with consultation of the proposed policy will be contained within the existing recharge to the HRA from the Asset Management Division within Development and Renewal.

6. COMMENTS OF THE ASSISTANT CHIEF EXECUTIVE (LEGAL)

- 6.1. The shops, the subject of the report, are provided by the Council in connection with housing accommodation under Part 2 of the Housing Act 1985. Section 12 of the 1985 Act permits the Council to provide buildings adapted for use as shops with the Secretary of State's consent. The policy will need to specify that it is subject to the terms of any consent provided by the Secretary of State.
- 6.2. The shops are housing revenue account properties and the Council is required to credit rent income from the shops against the housing revenue account in accordance with Part 6 of the Local Government and Housing Act

1989. The Council is required to prepare proposals in January and February each year relating to the income of the authority from rents and other charges, expenditure in respect of repair, maintenance, supervision and management of HRA property and other prescribed matters. The proposals should be based on the best assumptions and estimates available and should be designed to secure that the housing revenue account for the coming year does not show a debit balance. The shops policy will need to be operated having regard to the Council's obligations in relation to the HRA and its annual proposals

- 6.3. Subject to those matters, it may be considered that adoption of a policy on the exercise of the Council's landlord function will tend to promote consistency and fairness, which would be reasonable objectives for the Council to pursue.

7 ONE TOWERHAMLETS CONSIDERATIONS

- 7.1 The report highlights the need for local resources to match the needs of the local community. Neighbourhood shops provide accessible shopping facilities for local residents and in particular the elderly and less mobile groups in the community.
- 7.2 It is proposed to undertake an Equalities Impact Assessment (EQIA) at the same time as the consultation process and the outcome included in the final report to Cabinet.

8 RISK MANAGEMENT IMPLICATIONS

- 8.1 Adoption of the proposed policy will enable officers to maximise the chances of maintaining viable shopping parades while also ensuring that whenever possible, they meet the needs of the local community

9 SUSTAINABLE ACTION FOR GREENER ENVIRONMENT

- 9.1 The provision of local shops offers convenience to residents and reduces the incidence of car use.

10 EFFICIENCY STATEMENT

- 10.1 The proposal will seek to ensure the Council maximises the financial returns from its shops portfolio.

List of Appendices

Shops Policy – Appendix 1

Shops List – Appendix 2

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Appendix - 1

London Borough of Tower Hamlets

Neighbourhood Shops Policy

SCOPE OF POLICY

- 1.1 The policy is intended to cover all neighbourhood and local shops owned by the Council (listed in appendix 1).
- 1.2 The policy will also cover broader “social” uses such as doctors and dentists who operate in the vicinity of these parades.

2. REASON FOR POLICY

- 2.1 The policy aims to provide the Council, shop tenants and local people with a clear indication as to what the Council hopes to achieve from retaining these parades.

3. POLICY

3.1 The Council supports the retention of local parades.

Reason: it is considered important that people have the choice to shop locally. It offers convenience and reduces car use. Local shops also help the local economy and employ local people.

3.2 The Council will seek to encourage uses which meet the needs of local people.

Reason: Local parades must adapt to meet local needs if they are to prosper. The Council will find ways for local people to express their views as to what they would like to see in parades.

3.3 The Council will give preference to uses which demonstrably meet local needs and/or create employment opportunities.

Reason: Parades must serve local people’s needs and the Council wishes to encourage employment.

3.4 The parades produce a valuable source of income. They will therefore be managed in a commercial manner, subject to the other policy objectives.

Reason: The Council wishes to see strong local businesses and expects businesses to be commercially viable, however, it does not expect to directly support these through rent subsidies. It will aim to create an environment where tenants can trade successfully and will manage tenants in a sympathetic manner, where appropriate.

3.5 Policy regarding changes of use:

In parades where there are existing A3 and A5 uses (restaurant/hot food takeaway) uses, the Council as landlord will not allow a shop to change its use to Class A3 and A5 (restaurant/takeaway) but will support proposed changes of use that encourage the sale of healthy food, including fresh fruit and vegetables. Furthermore, where a unit becomes empty and available for let, there will be a presumption against A3 and A5 uses, however, this will be considered in the context of the viability of the parade and the existing level of provision locally.

- a) When considering any applications due consideration will be given to 3.5 above, as well as other estate management issues such the vitality of the parade and cross-trading (i.e. duplication of trades and competition issues).
- b) Change of use to A2 (financial services) will only be considered if it does not have a detrimental affect on the remainder of the parade.
- c) Changes of use to community use will be considered on its merits and local circumstances including the possible impact on the vitality of the parade and balance of trades.
- d) Uses which compete with existing trades in a parade will generally not be considered.

Reason: Successful parades house a good “tenant mix” i.e. a mix of complimentary uses where undue cross trading between tenants is minimised. A3 and A5 uses, particularly takeaways, can create dead “frontages” as they often only open in the evening. This detracts from the rest of the parade and can also cause nuisance problems.

4. NEIGHBOURHOOD USES

- 4.1 To assist in identifying “acceptable uses” the Council has compiled a **guide** listing uses which are considered to fall within a definition of a neighbourhood use.
- 4.2 The list is not definitive and decisions on acceptable uses will be principally determined by the balance of existing uses in an area, the needs of local people or any particular requirement the Council may have. It is accepted that the list may change as markets develop and local demands change and the Head of Valuation and Estates has the discretion to revise the list.
- 4.3 Applications for uses outside the list will be considered on their merits in the context of the overall policy and circumstances in a parade. The list is attached as an annex to this policy.

PLANNING PERMISSION.

- 5.1 The Council’s role as landlord is entirely separate from its role as Local Planning Authority. The fact that planning permission has or could be obtained for a certain use does not override the policy, as landlord’s consent will be considered

independently. Similarly, the fact that the Council as landlord may wish to see a certain use will not mean that planning permission would be obtained.

London Borough of Tower Hamlets
September 2010

<u>USE</u>	USE
Art Shop	Greengrocer
Baker	Hairdresser
Beauty Salon	Health Food Shop
Bookmakers	Ironmongers/Hardware Shop
Butchers (including Halal butchers)	Launderette/Dry Cleaners
Car Accessories	Locksmiths
Carpet Shop	Off-licence
Chemist	Opticians
Children's Clothing/Baby Shop	Medical Clinic
Chiropodist	Music/Record Shop
Clothing	Pet Shop
Computer Shop	Sports Shop
Confectioner, Newsagent & Tobacconist	Toy Shop
Cycle Shop	TV Rental Shop
Dental Clinic	Locksmith/shoe repairs
Doctors Surgery	Post Office
DIY	Charity shop
Electrical Shop	Small supermarkets
Fishmongers	
Florist	
Furniture Shop	
Gift/Card Shop	

Appendix II – Shop Portfolio

1 - 11 PENNYFIELDS
51 - 59 POPLAR HIGH STREET
243-263 POPLAR HIGH STREET
2 & 5 SALTWELL STREET
45 – 55 WEST INDIA DOCK ROAD
130 – 134 AYLWARD STREET
38 – 82 BEN JONSON ROAD (ODDS & EVENS)
212 – 228 JUBILEE STREET
1 – 7 WESTPORT STREET
78 - 112 WHITE HORSE LANE
38 – 44 WHITE HORSE ROAD
1 – 9 BURSLEM STREET
375 – 377 CABLE STREET
403 CABLE STREET
12/14 NIGHTINGALE HOUSE, THOMAS MORE STREET
1 ROYAL MINT PLACE
50 – 64A WAPPING LANE
89 – 103 WAPPING LANE
1 – 39A WATNEY MARKET (ODDS AND EVENS)
81 – 85 WATNEY STREET
91 – 93 WATNEY STREET
1A AINSLEY STREET
296 BETHNAL GREEN ROAD
470 – 474 BETHNAL GREEN ROAD
55 – 61 BRADY STREET
72 – 78 BRADY STREET
15 – 28 BRICK LANE (ODDS AND EVENS)
6 – 32 CALVERT AVENUE (ODDS AND EVENS)
41A COMMERCIAL STREET
67 & 69 COMMERCIAL STREET
82A COMMERCIAL STREET
1 – 9 RAVENSCROFT STREET
104 ROMAN ROAD
21 – 27 THREE COLTS LANE
15 – 35 TOYNBEE STREET (ODDS)
84 – 88 VALLANCE ROAD
98 VALLANCE ROAD
97 – 103 BRABAZON STREET
112 – 141 SALMON LANE (ODDS AND EVENS)
57 – 67 BOW ROAD
71 HEYLYN SQUARE
74 – 77 HEYLYN SQUARE
564A ROMAN ROAD
157 – 173 DEVONS ROAD (LEASE BACK)
208 – 222 DEVONS ROAD (LEASE BACK)
74 – 78 GOUGH WALK (LEASE BACK)
52 – 62 ST. PAULS WAY (LEASE BACK)
15 SWATON ROAD (LEASE BACK)

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Agenda Item 6.3

Committee/Meeting: Cabinet	Date: 6 th October 2010	Classification: Unrestricted	Report No:
Report of: Corporate Director Communities, Localities and Culture Originating officer(s) Jamie Blake, Service Head Public Realm and Fiona Heyland, Head of Waste Strategy, Policy and Procurement		Title: Future Contracting Approach for Waste and Public Realm Services Wards Affected: All	

Lead Member	Environment
Community Plan Theme	A Great Place to Live
Strategic Priority	Improving the environment and tackling climate change

1. **SUMMARY**

- 1.1 In March 2009 Cabinet agreed that the Authority commences a project to secure affordable and sustainable waste treatment and disposal solutions for the Council's Municipal Waste in the longer term. Cabinet also agreed that this process should run concurrently with development of a new Waste Strategy for Tower Hamlets
- 1.2 Following the Cabinet meeting the Waste Strategy and Waste Procurement Project Board (Project Board) was set up and the Waste Strategy and Waste Procurements Projects commenced.
- 1.3 Since the inception of the Project Board a number of events have had an impact on the Waste Strategy and Waste Procurement projects that have expanded the scope of these projects and the role of the Project Board. The individual yet interlinked projects clearly form an important strategic programme of work linked to the delivery of savings, future cost avoidance and service improvements.
- 1.4 Work on the key elements of the Programme is progressing and it is now evident that the future contracting approach to re-package Waste and other Public Realm services has the potential to transform the way in which future services are delivered in LBTH

2. **DECISIONS REQUIRED**

Cabinet is recommended to:-

- 2.1 Approve the proposed contracting approach for short to medium term waste disposal arrangements, including the possible extension of the Veolia Contract
- 2.2 Authorise the Corporate Director Communities Localities and Culture, following agreement with the Lead Member for Environment, to
 - 2.2.1 finalise contract negotiations with Veolia, including extending the Waste Disposal Contract for a period up to the extension term allowed in the contract and combining other waste collection and recycling activities within the Municipal Waste Cleansing Contract as appropriate.
 - 2.2.2 negotiate to vary the waste management cleansing contract with Veolia
 - 2.2.3 negotiate where legally possible to extend any of the other Public Realm services contracts detailed at paragraph 6.11 which will require an extension so an integrated contract can be procured
 - 2.2.4 in consultation with the Assistant Chief Executive (Legal Services), authorise and enter into any necessary deeds of variation of agreements in respect of these contracts
 - 2.2.5 commence any necessary procurement process in the event negotiations are not successful
- 2.3 Approve in principle the future contracting approach for Public Realm services and works contracts

3. **REASONS FOR THE DECISIONS**

- 3.1 In the short to medium term the best contracting option for waste disposal arrangements is to extend the current contract with Veolia to provide merchant capacity until such time as a long term waste treatment and disposal contract can be procured. The contract we currently have allows for a period of extension which would be sufficient to complete the feasibility study of long term options. We have been working with Veolia to improve the diversion of waste from landfill and achieve LATS compliance. Sustainability has therefore already improved. This approach will also mean that we do not incur procurement costs.
- 3.2 A feasibility study of the options for Public Realm contracts has indicated that there would be efficiencies to be gained by reducing duplication in back office functions.

4. **ALTERNATIVE OPTIONS**

- 4.1 The alternative to the proposed contracting approach for the short to medium term waste disposal arrangement is to undertake a Restricted Procurement

Process for a new short term Merchant Capacity contract when the current contract ends on 31 December 2013.

- 4.2 The main risk of undertaking such a tender process is that we may not get an equivalent or better price than we expect to achieve from the preferred approach. However if the negotiations with the current contractor do not lead to satisfactory terms for an extension of the Waste Disposal Contract there will be sufficient time to undertake such a process.
- 4.3 The alternative to the proposed contracting approach for Public Realm services and works contracts is to continue to let the contracts separately. This will not provide the opportunity to deliver cost savings related to operational synergy and economies of scale, such as the consolidation of the Contractors administrative functions and IT systems, the Contractors management and supervisory structures and their corporate overheads.

5. BACKGROUND

Waste Disposal Contract

- 5.1 Tower Hamlets has historically suffered from low recycling performance and relied on landfill for the disposal of residual Municipal Waste. However since January 2008 many improvements have been made to waste services which have delivered a significant increase in recycling performance and the ability to divert some residual waste from landfill to more sustainable forms of residual waste treatment.
- 5.2 In both 2008/9 and 2009/10, Tower Hamlets achieved the year 1 and year 2 LAA recycling targets (19% and 26% respectively) and in 2010 recycling performance is set to top the year 3 LAA target of 32%. However, there is still a significant amount of residual Municipal Waste that must be disposed of and the cost of landfill disposal has increased significantly in recent years.
- 5.3 In order that more sustainable waste services can be secured for the long term, feasibility studies of a number of options are currently being undertaken but will take some time to finalise. As such, improvements to waste treatment and disposal services in the short to medium term are required in order to mitigate the financial risk of increased landfill tax and allowances for landfilling biodegradable waste (LATS).
- 5.4 On 1st January 2008 the Council entered into a new waste disposal contract. The contract runs for an initial period of 6 years, but the contract allows for a period of extension of up to 8 years.

Public Realm Contracts

- 5.5 Historically contracts for individual Public Realm services had been procured in isolation and with varying lengths of term leading to a situation where a number of different contractors are providing Public Realm services for the Council. The re-packaging of a number of Public Realm Service and Works Contracts has the potential to transform the inter-relationship between front

line services including street cleansing and grounds maintenance activities, street cleansing and highways maintenance services and refuse and recycling collection services. The new contracting approach will aim to deliver more seamless operational work schedules across the range of services

5.6 In 2009 the Waste Strategy and Waste Procurement Project Board (Project Board) was set up and to oversee the development of a new strategic approach for waste management and other Public Realm services.

6. **BODY OF REPORT**

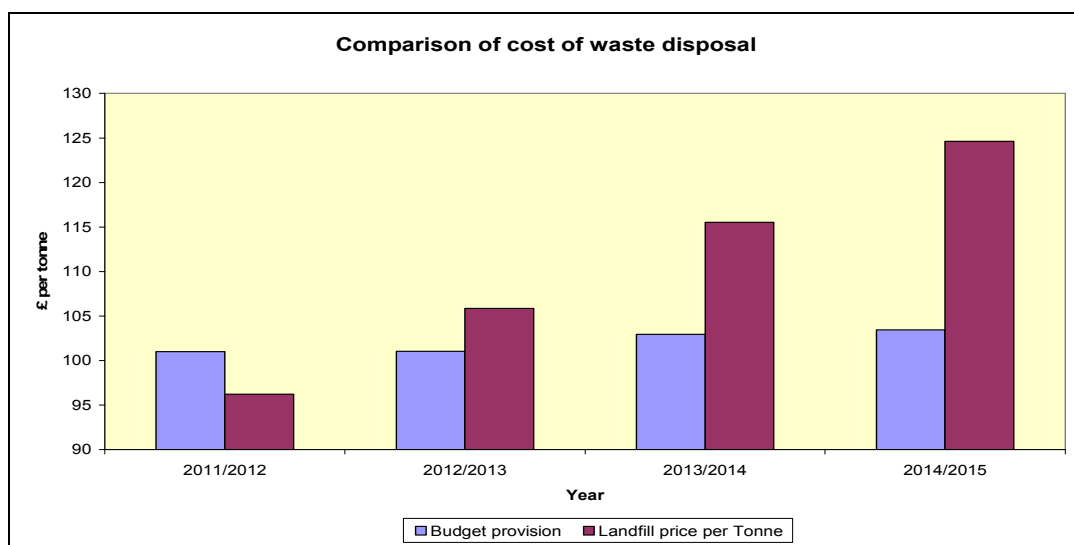
SHORT TO MEDIUM TERM WASTE DISPOSAL SERVICES

6.1 In September 2007 Cabinet approved that the Council should enter into an interim waste disposal contract with Veolia, based predominantly on landfilling residual waste, whilst the Council explored a range of alternative long term options to manage waste more sustainably. The contract commenced on 1st January 2008 and runs for an initial period of 6 years, thus will be due to expire on 31st December 2013.

The short to medium term waste disposal activities and costs

6.2 Members will recall that the March 2009 Cabinet identified the affordability gap between the budget provision for waste disposal and the future cost of landfilling waste due to the £8 per tonne per annum escalator on the landfill tax and the requirement to purchase LATS. Figure 1 below is replicated from the Waste Strategy Cabinet report.

Figure 1

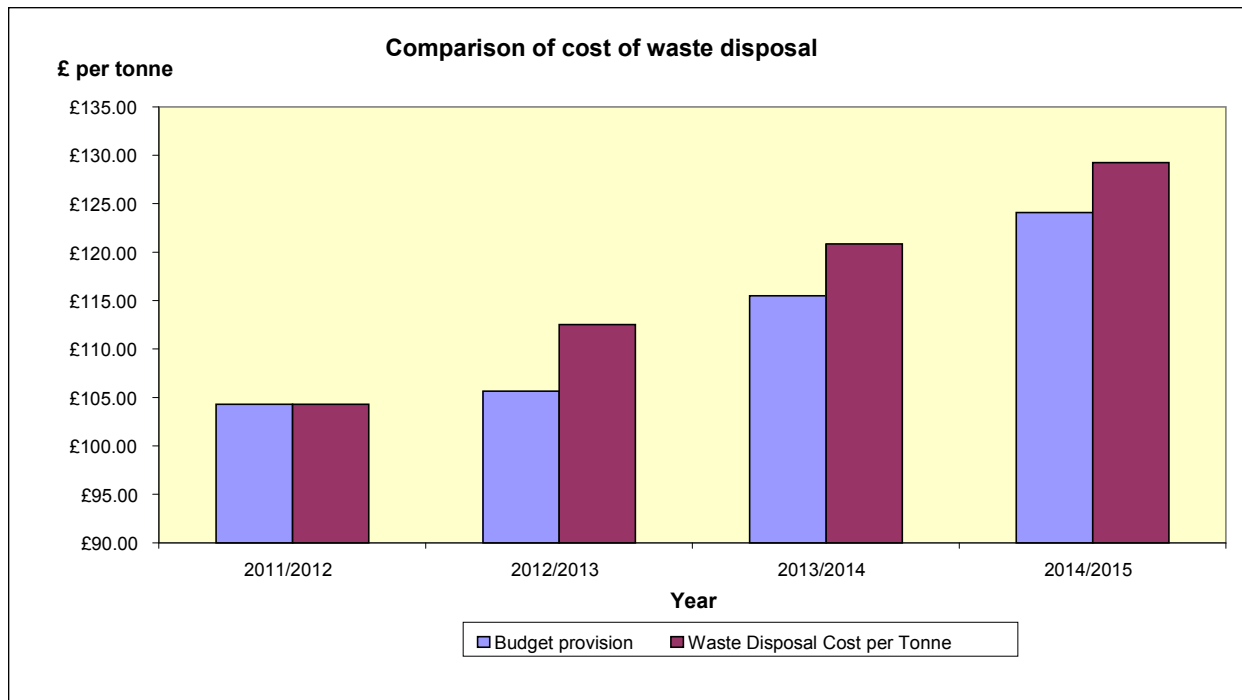


Note: All residual waste disposed of to landfill.

The landfill cost per tonne in Figure 1 reported to Cabinet in March 2009 did not include the cost estimated of LATS

- 6.3 To begin to reduce the amount of biodegradable waste being disposed of to landfill and improve the LATS position the Council in 2009 commenced the process of diverting waste from landfill through the current Veolia contract, by utilising spare capacity at Shanks East London's Mechanical Biological Treatment (MBT) plant. This waste diversion, which will amount to one third of the Municipal Waste Stream, is continuing in 2010/11 to further contribute to the recycling performance and address the Council's LATS shortfall in this financial year.
- 6.4 With the initial term of the waste disposal contract due to come to an end in 2013, an appraisal of the options to secure short to medium term waste disposal services has been undertaken by the Project Board and reported to Competition Board in February 2010. The review of options concluded that the preferred approach was to look to extend the Veolia Waste Disposal Contract to provide merchant capacity for an interim period. The Veolia waste disposal contract includes an option to extend for a period up to 8 years.
- 6.5 The negotiations with Veolia to extend the current waste disposal contract commenced on 27th May and the benefits of this approach are discussed in the next section of the report.
- 6.6 By negotiating an extension to the Veolia Waste Disposal Contract, the contribution to the Council's recycling performance can be maintained through the MBT process and the Council can explore with Veolia the opportunity to divert further waste away from landfill as new facilities in and around London become operational. The Council's baseline cost position has changed since reporting to Cabinet in 2009 and the latest cost projections through to 2014/15, based on the current rate of waste diversion, are set out in the figure 2 below:

Figure 2



Note: The budget provision and cost per tonne for waste disposal shown in Figure 2 above have been adjusted to take into account the following changes since waste treatment costs were estimated for the March 2009 Cabinet Report

- The inclusion of growth allocated for 2011/12 budget provision
- The total tonnage of Municipal Waste estimated year on year
- The inclusion within the Landfill price of the estimated cost of LATS purchase
- Proportion of residual waste diverted to Shanks MBT

The gap identified between the budget provision per tonne of waste treated and the cost per tonne for waste disposal has been identified for growth through the MTFP budget process

6.7 It is anticipated that the negotiations with Veolia will be concluded by the end of October. At this time Veolia's proposal will be benchmarked against market prices for alternative merchant capacity options to determine if Veolia's offer demonstrates value for money and a contract extension should be agreed or if the Council should go out to the market for an alternative short term merchant capacity contract. A report will be made to the Waste Strategy and Procurement Project Board and Competition Board setting out a proposed way forward.

RE-PACKAGING OF PUBLIC REALM SERVICE CONTRACTS

6.8 Having undertaken the review of options for waste disposal services, the Waste Project Board identified an opportunity to review the future contracting approach for the wider Public Realm

6.9 Currently within Public Realm there are a number of service and works contracts that have historically been procured and managed separately. To

date there has been little opportunity to review the contracting approach to re-package the services because of disparate expiry dates.

- 6.10 A review has now been undertaken which has highlighted the potential for operational synergies and economies of scale across a number of contracts in Public Realm, all of which are expected to deliver savings.
- 6.11 The following services can be incorporated into an integrated Public Realm contract from the latter part of 2012 through to spring 2013 and procured through a tender process:
- Municipal Waste Management (Cleansing)
 - Integrated Recycling Contract, Lots 1, 3 and 4 (excluding food waste processing)
 - Landscape Maintenance Services - Parks & Open Spaces
 - Landscape Maintenance Operations – Water Areas and Wapping
 - Parks Security Services
 - Arboriculture Works
 - Weed Control
 - Gully Cleansing
 - Street Lighting Maintenance
 - Footway Maintenance
 - Carriageway Maintenance
- 6.12 The services will be packaged as Lots, grouping services that have operational synergy (for example Municipal Waste Management Cleansing with Gully Cleansing and Recycling, Landscape Maintenance with Weed Control and Arboriculture). Offering Lots will allow service providers the opportunity to bid for a proportion of or the whole range of services.
- 6.13 Offering the services in Lots will also ensure that the Council has the ability to consider the value for money and operational benefits of a single contractor versus multi-contractor approach.
- 6.14 In order to line up all the contracts for the same start date some short term contract extensions will need to be undertaken in relation to the Integrated Recycling Contract and the Parks contracts.
- 6.15 There are a number of significant outsourcing projects that may be progressed arising from the current budget cycle. It may be appropriate to add additional Public Realm type contracts to the list as the budget setting process progresses.
- 6.16 In order to move this project forward, consultants were engaged to undertake Soft Market Testing to gain a better understanding of the market place for the delivery of the Public Realm Services to aid the development of the most appropriate contract package strategy; understand examples of where similar ranges of services have been grouped together and how that has improved service delivery and/or costs; and identify the potential level of

competition for the range of contract(s) that will be on offer. At the same time internal resources have been secured to commence client side intelligence gathering, benchmarking activities and the development of options to deliver identified savings and the preparation of new specifications.

- 6.17 The final structure of the Contract package (such as potentially offering services in Lots) and business model to be utilised for the Contract will be determined using the information gathered through the soft market testing and intelligence gathering exercises.
- 6.18 A detailed timetable is being drawn up for the procurement process and update reports will be presented to Members at key stages through the project. This will include the opportunity to review the structure and scope of the Service Specification(s).

7. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 7.1 This report sets out the programme of work being undertaken by the Waste Strategy and Waste Procurement Project Board, in relation to the future contracting approach for waste and other Public Realm services. Section 2 of the report sets out recommendations for Cabinet consideration regarding the proposed contracting arrangements specifically relating to Waste Disposal and Public Realm Services.

Waste Disposal

- 7.2 Paragraphs 6.2 through to paragraphs 6.7 detail issues in relation to Waste Disposal, and outline the current negotiations with the Council's existing contractor Veolia to extend the current Waste Disposal contract through to 2017, whilst options are pursued to acquire a site and develop an In Borough Waste Facility. Any extension to the contract must be on the basis of securing value for money for the Council in terms of service delivery and cost implications, specifically in relation to further diversion from Landfill and avoidance of LATS costs. If negotiations with Veolia are not successful and do not provide value for money for the Council it will be necessary to commence a procurement exercise with other service providers, the outcome of this procurement cannot be determined at this stage. The procurement process would be undertaken internally and therefore no cost implications would arise.
- 7.3 As shown in figure 2 paragraph 6.6 the Councils baseline cost position has changed from that previously reported to Cabinet, resulting in a budget shortfall from 2012/13 onwards. This shortfall is as a result of anticipated growth in Municipal Waste, the increasing cost of Landfill Tax and the necessity to purchase further LATS allowances. This will need to be addressed as part of MTFP considerations from 2012/13 onwards and will be reported to Cabinet as part of the budget setting process for 2011/12-2013/14.

Public Realm Service Contracts

- 7.4 Details of proposals to re-package a range of Public Realm Service contracts are outlined in paragraphs 6.11 to 6.13, it is anticipated that an integrated Public Realm contract could commence from the latter part of 2012 through to spring 2013 and would provided operational synergies, economies of scale and budget savings, these savings would be built into the MTFP from the financial year 2013/14.

8. CONCURRENT REPORT OF THE ASSISTANT CHIEF EXECUTIVE (LEGAL SERVICES)

- 8.1 Cabinet is asked to approve the contracting approach both in the short to medium term for waste services and the long term for other Public Realm services. Specifically Cabinet is asked to authorise the Corporate Director Communities Localities and Culture to vary existing contracts to allow future procurement of a range of services to be effected as efficiently and cost effectively as possible
- 8.2 The Council is a waste disposal authority within the meaning of Part 2 of the Environmental Protection Act 1990 and as such has the duty to dispose of controlled waste collected in its area and to comply with the targets for reduction of waste to landfill established under the Waste and Emissions Trading Act 2003. It is thus within the Council's powers to pursue arrangements for spare capacity and to explore treatment and disposal solutions as proposed.
- 8.3 Packaging the range of services into a larger contract as proposed for the Public Realm Contract is consistent with the Council's obligation as a best value authority under the Local Government Act 1999 to secure continuous improvement in the way its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. The procurement method for this contract will be developed over the next few months and reported to the Competition Board.

9. ONE TOWER HAMLETS CONSIDERATIONS

- 9.1 Waste management and other Public Realm services have been subject to Equalities Impact Assessment through the Directorate EqIA assessment programme.

10. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 10.1 The proposed contracting approach for short to medium term waste disposal arrangements and the future contracting approach for other Public Realm services will contribute to the Community Plan Priority of improving the environment and tackling climate change by reducing the reliance on landfill and delivering more efficient service.

11. RISK MANAGEMENT IMPLICATIONS

11.1 The proposed contracting approaches are, in the wider sense, all about cost avoidance and limiting as far as possible the future costs of waste management and other Public Realm services.

12. CRIME AND DISORDER REDUCTION IMPLICATIONS

12.1 The future contracting approach for waste and other Public Realm services has no direct link to crime and disorder reduction. However, there are indirect links through the procurement and delivery of the borough wide cleansing services which help to mitigate the effects of environmental crime

13. EFFICIENCY STATEMENT

13.1 The proposed contracting approaches are in line with the Strategic Plan Priority 1.2 and the commitment to work efficiently and effectively by ensuring value for money across the Council and by providing effective and joined up corporate services.

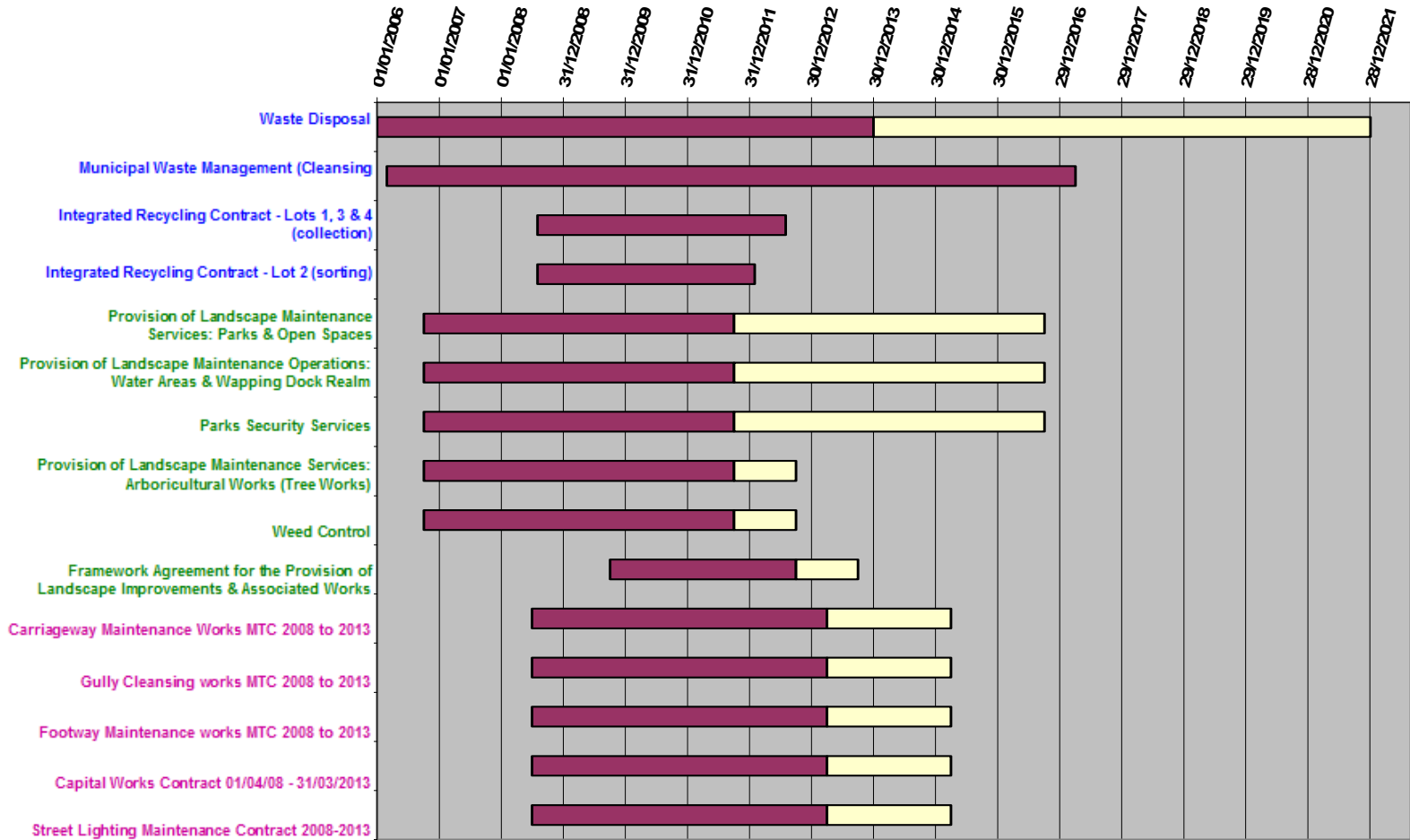
14. APPENDICES

Appendix A – Table of Current Waste and Public Realm Contracts

**Local Government Act, 1972 Section 100D (As amended)
List of “Background Papers” used in the preparation of this report**

Brief description of “background papers”	Name and telephone number of holder and address where open to inspection.
Equalities Impact Assessment	Fiona Heyland, (020) 7364 6838 3rd Floor, 2 Clove Crescent East India Dock London, E14 2BE

APPENDIX A
Table of Current Waste and Public Realm Contracts



Key:
 Initial term of contract
 Period of possible extension

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Agenda Item 7.1

Committee/Meeting: Cabinet	Date: 6 October 2010	Classification: Unrestricted	Report No:
Report of: Corporate Director: Resources Originating officer(s) Mark Abrahams Interim Service Head Procurement and Corporate Programmes Resources Ext 4608		Title: Contracts Forward Plan Wards Affected: All	

Lead Member	Cllr David Edgar
Community Plan Theme	One Tower Hamlets
Strategic Priority	Resources

1. **SUMMARY**

- 1.1 The Council's Procurement Procedures require a quarterly report to be submitted to Cabinet, laying down a forward plan of revenue contracts over £250,000 in value, or capital contracts over £5 million. This provides Cabinet with the visibility of all high value contracting activity, and the opportunity to request further information regarding any of the contracts identified. This report provides the information for the period September 2010 to August 2011.
- 1.2 Only contracts which have not previously been reported are included in this report. The Contracts Forward Plan was last considered by Cabinet on 7 July 2010.

2. **DECISIONS REQUIRED**

Cabinet is recommended to:-

1. Consider the contract summary at Appendix 1, and identify those contracts about which specific reports – relating either to contracting strategy or to contract award – should be brought before Cabinet prior to contract award by the appropriate Chief Officer for the service area;
2. Authorise the relevant Corporate Director who holds the budget for the service area to award the contract or contracts and, in consultation with the Assistant

Chief Executive (Legal Services), to arrange for the execution of all necessary contract documents.

3. REASONS FOR THE DECISIONS

- 3.1 Cabinet agreed a new set of Procurement procedures in November 2009, which included a proposal for submission of a quarterly forward plan of contracts for Cabinet consideration.
- 3.2 It is a requirement in the Constitution that “The contracting strategy and/or award of any contract for goods or services with an estimated value exceeding £250,000, and any contract for capital works with an estimated value exceeding £5,000,000, shall be approved by the Cabinet in accordance with the Procurement Procedures”

4. ALTERNATIVE OPTIONS

- 4.1 As bringing a consolidated report on contracting activity is considered the most efficient way of meeting the requirement in the Constitution, whilst providing full visibility of contracting activity, no alternative proposals are being made.

5. BACKGROUND

- 5.1.1.1 This report provides the forward plan for the period September 2010 – August 2011 (Appendix 1), and gives Cabinet members the opportunity to select contracts about which they would wish to receive further information, through subsequent specific reports.

6. FORWARD PLAN OF CONTRACTS

- 6.1 Appendix 1 details the new contracts which are planned during the period September 2010 to August 2011. This plan lists all of the new contracts which have been registered with the Procurement Service, and which are scheduled for action during the period in question. Contracts which have previously been reported are not included in this report (other than those which have previously been reported with incomplete details, e.g. without contract values being stated, etc). Whilst every effort has been made to include all contracts which are likely to arise, it is possible that other, urgent requirements may emerge. Such cases will need to be reported separately to Cabinet as individual contract reports.
- 6.2 Cabinet will be asked to review the forward plan of contracts, confirm its agreement to the proposed programme, and identify any individual contracts

about which separate reports – relating either to contracting strategy or to contract award – will be required before proceeding.

- 6.3 Equalities and diversity implications – and other One Tower Hamlets issues – are addressed through the Council’s internal tollgate process which provides an independent assessment of all high value contracts, and ensures that contracting proposals adequately and proportionately address both financial and social considerations. The work of the Competition Board and the Procurement & Corporate Programmes Service ensures a joined-up approach to procurement. During 2009, a new Competition Board was established, to drive procurement improvements and monitor progress against the Corporate Procurement Strategy. One of the Board’s roles is to consider contracting proposals as assessed through the internal tollgate process.
- 6.4 The tollgate process is an internal procurement project assurance methodology, based upon the principles of gateway reviews, which assesses the chances for success of high value contracting proposals (over £250,000 for revenue contracts, and £5,000,000 for capital contracts), making recommendations to support contract owners to achieve improved outcomes. All tollgate reviews are reported to Competition Board, and when appropriate contract owners are interviewed by the Board; contracts require approval of the Board before proceeding.

7. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 7.1 This report describes the Cabinet quarterly procurement report of the forward plan (September 2010 to August 2011) for revenue contracts over £250,000 in value and capital contracts over £5 million as required by the Council’s Procurement Procedures agreed by Cabinet on 4th November 2009.
- 7.2 Approximately £30.3M of goods and services will be procured from external suppliers over the period September 2010 to January 2011 and a substantial value of works through the capital programme. Procured services comprise around 40% of the Council’s annual expenditure and control of procurement processes is thus crucial to delivering value for money for local residents as well as managing the risks that may arise if procurement procedures go wrong. Consideration of the plan by Cabinet operates as an internal control and also provides the opportunity for Members to comment on specific procurements at an early stage.

8. CONCURRENT REPORT OF THE ASSISTANT CHIEF EXECUTIVE (LEGAL SERVICES)

- 9.1 The Council has adopted financial procedures for the proper administration of its financial affairs pursuant to section 151 of the Local Government Act 1972. These generally require Cabinet approval for expenditure over £250,000. In November 2009, Cabinet approved the procurement procedures, which are designed to help the Council discharge its duty as a

best value authority under the Local Government Act 1999 and comply with the requirements of the Public Contract Regulations 2006. The procurement procedures contain the arrangements specified in the report under which Cabinet is presented with forward plans of proposed contracts that exceed the thresholds in paragraph 3.1 of this report. The arrangements are consistent with the proper administration of the Council's financial affairs.

10. ONE TOWER HAMLETS CONSIDERATIONS

- 10.1 Equalities and diversity implications – and other One Tower Hamlets issues – are addressed through the tollgate process, and all contracting proposals are required to demonstrate that both financial and social considerations are adequately and proportionately addressed. The work of the Competition Board and the Procurement & Corporate Programmes Service ensures a joined-up approach to procurement.

11. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 11.1 Contracts are required to address sustainability issues in their planning, letting and management. Again, this is assured through the tollgate process, and supported through the Procurement & Corporate Programmes Service's Corporate Social Responsibility work stream.

12. RISK MANAGEMENT IMPLICATIONS

- 12.1 Risk management is addressed in each individual contracting project, and assessed through the tollgate process.

13. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 13.1 There are no specific crime and disorder reduction implications.

14. EFFICIENCY STATEMENT

- 14.1 Contract owners are required to demonstrate how they will achieve cashable savings and other efficiencies through individual contracting proposals. These are then monitored throughout implementation.

15. APPENDICES

Local Government Act, 1972 Section 100D (As amended)
List of “Background Papers” used in the preparation of this report

Brief description of “background papers” Name and telephone number of holder
and address where open to inspection.

None

N/A

Report authors should refer to the section of the report writing guide which relates to Background Papers when completing this section. Please note that any documents listed in this section may be disclosed for public inspection. Report authors must check with Legal Services before listing any document as ‘background papers’.

APPENDIX ONE – NEW CONTRACTS PLANNED SEPTEMBER 2010 – AUGUST 2011

Contract No.		Description	Contract Period	Planned Date for Invitation to Tender	Estimated Annual Value	Notes
R	3116	Reprographics/Print	January 2011 - December 2013/2015	September 2010	£500k	Contracting strategy currently being delivered
R	3210	Security Framework	January 2011 to December 2015	October 2010	£300k	Contracting strategy currently being delivered
DR	3232	Temporary Accommodation	April 2011 – March 2014	November 2010	£26m	Contracting strategy currently being developed
R	3233	Vendor Neutral Managing Agent for Temporary Staff	March 2011 to February 2015/16	September 2010	£450k	Value is agent's estimated remuneration, not entire contract value.
CLC	3866	CLC Advocacy services for Victims of Domestic Violence	April 2011 – March 2014	October 2010	£528k	
R	3867	Combined Telephony and Network Circuits	April 2011 – March 2014	November 2010	£1.5m	Consortia agreements also being evaluated)in which case dates may change)
CLC	3232	Materials Recycling Facility (MRF)	Feb 2012 – Jan 2015	Jan 2011	£350k	Contracting strategy currently being developed

Agenda Item 7.2

Committee/Meeting: Cabinet	Date: 6 th October 2010	Classification: Unrestricted	Report No:
Report of: Kevan Collins, Chief Executive Originating officer(s) Mohammed Ahad, Scrutiny Policy Officer		Title: Responses to the recommendations of the Scrutiny Working Group: Reducing Worklessness amongst Young Adults 18- 24 Wards Affected: All	

Lead Member	Cllr Sirajul Islam
Community Plan Theme	Prosperous Communities
Strategic Priority	Reducing Worklessness

1. **SUMMARY**

- 1.1 This report submits the report and action plan in response to the recommendations of the Scrutiny Working Group review on Reducing Worklessness amongst Young Adults 18-24. The Working Group recommendations set out the areas requiring consideration and action by the Council and the Partnership to help reduce worklessness in the borough.

2. **DECISIONS REQUIRED**

Cabinet is recommended to:-

- 2.1 Consider the report of the Scrutiny Working Group on Reducing Worklessness amongst Young Adults 18-24 as set out in Appendix 1.
- 2.2 Agree the response to the recommendations from the Working Group as set out in Appendix 2 noting that continuing consideration is to be given to the emerging policy changes and public sector funding decisions of the new coalition government that have been made since the agreement of these recommendations by the Overview and Scrutiny Committee in March 2010.

3. **REASONS FOR THE DECISIONS**

- 3.1 It is consistent with the Constitution and the statutory framework for Cabinet to provide a response.

3.2 In responding to the recommendations this report outlines how the issues raised will be taken forward by the Council.

4. ALTERNATIVE OPTIONS

4.1 In responding to the recommendations full consideration has been given on how the recommendations can be incorporated within existing and future work streams.

4.2 It is essential to recognise that this review and its recommendations were developed before the election of the new coalition government and the announcement of significant reductions in public sector funding and emerging policy changes. Officers responsible for each of the recommendations have commented on the feasibility of delivering those recommendations within current allocated resources. These comments are integrated with their responses.

Any alternative response to the recommendations will be considered by the Overview and Scrutiny Committee as part of their recommendation tracking report every six months.

5. BACKGROUND

5.1 Starting in July 2009 the Working Group explored the problem of economic inactivity amongst this age group in Tower Hamlets. Six Councillors and three Co-opted community representatives made up the Membership of the review including the chair of the Working Group Councillor Abdul Aziz Sardar, Scrutiny Lead for A Prosperous Community.

5.2 The aim of the review was:

- To consider how the Council can assist young adults to improve their chances of employment
- To review the entry level opportunities available to young adults
- To look at the information and guidance and effectiveness of having so many providers in the Borough
- To examine the role of the Third Sector and Community Hubs in reducing worklessness
- To ascertain young peoples views on key barriers in gaining employment, particularly amongst young women

6. BODY OF REPORT

6.1 Although nationally, unemployment has recently decreased it was at its highest level since 1994 during the recession which had the potential to lead onto an increase in economic inactivity within the borough unless control mechanisms are in place which looks at both reducing worklessness in the current climate and also eradicating a future generation of worklessness. Certain groups have been affected by the recession more than others. Research has suggested that a key group identified here include those 18-24 and in particular women in this age bracket. Recent figures have shown that the jobless rate amongst those

18-24 has risen to 16.1% with the rate amongst the working age population as a whole recently peaking at 7.8%.

- 6.2 The Working Group made a number of recommendations aimed at addressing issues around worklessness amongst young adults. These built on the recommendations which had been put forward in previous scrutiny reviews around Graduate Unemployment and Child Poverty. The working group ascertained that specific socially excluded communities within the borough need to be targeted in order to reduce worklessness as a whole and in turn has made recommendations specifically targeting women and ex-offenders.
- 6.3 The working group welcomes the work the Partnership has been developing to reduce worklessness. In particular it is hoped the WNF programme will address some of the really difficult unemployment issues. The review highlights the importance of the third sector in reducing economic inactivity within the borough and in particular the role of social enterprises and how they can be developed as a vehicle to reduce worklessness.
- 6.4 The need for greater information for young adults has also been discussed at length. Recommendations for the use of innovative technology and detached work to engage with those that are hard to reach have been forwarded.
- 6.5 The Working Group recognises the importance of eradicating a future generation of economic inactivity. It has put forward recommendations to increase work experience opportunities for young people in secondary schools and introducing greater careers advice sessions from a primary school age.

7. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 7.1 This report describes report and action plan in response to the recommendations of the Scrutiny Working Group review on Reducing Worklessness amongst Young Adults 18-24.
- 7.2 The majority of the recommendations do not have any immediate financial implications but future reductions in Council funding from 2011-12 will constrain the ability meet such financial commitments. For example the Working Neighbourhoods Fund, which currently provides £10.1m a year towards the costs of schemes to tackle worklessness, is known to be coming to an end in the current financial year and any future funding will be dependent upon the Government Spending Review. Any additional costs will have to be contained within available funding. .

8. CONCURRENT REPORT OF THE ASSISTANT CHIEF EXECUTIVE (LEGAL SERVICES)

- 8.1 The provision by the Overview and Scrutiny Committee of reports and recommendations to the Executive in connection with the discharge of the Council's executive and non-executive functions is consistent with Article 6 of the Council's Constitution, in turn reflecting the requirements of section 21 of

the Local Government Act 2000. Cabinet should provide a response and one is proposed in the attached Action Plan.

- 8.2 The Council is empowered under section 2 of the Local Government Act 2000 to do anything which it considers is likely to promote the social, economic or environmental well being of Tower Hamlets, provided the action is not otherwise prohibited by statute. The power may be exercised in relation to, or for the benefit of: (a) the whole or any part of Tower Hamlets; or (b) all or any persons resident in Tower Hamlets. In exercising the power, regard must be had to the Community Plan. The relevant benefit must be properly evidenced.
- 8.3 The proposed measures may be viewed as supporting the Community Plan theme of a prosperous community and the associated priority of reducing worklessness. The measures aimed at reducing worklessness in Tower Hamlets may also be viewed as promoting or improving the well-being of Tower Hamlets. Ultimately, if individual actions are carried out, it will be for officers to ensure that this is done in accordance with the Council's statutory functions.
- 8.4 In respect of the recommendations and any measures which are agreed in respect of reducing worklessness amongst young adults aged 18-24 the Council must have reference to the relevant equalities legislation in particular the requirements of the Employment Equality (Age) Regulations 2006 and the forthcoming Equality Act 2010. Whilst there are exceptions under the current regulation for positive action for persons of particular age groups in relation to training and opportunities for doing particular work, any such action must be reasonably apparent as steps to prevent or compensate disadvantages suffered by persons of that particular age group.

9. ONE TOWER HAMLETS CONSIDERATIONS

- 9.1 The vast majority of the recommendations in this report have One Tower Hamlets implications as the intended outcome is reducing worklessness which can be linked to social inequality. In addition to this there is a particular recommendation around developing the community leadership role of elected and other local community leaders.
- 9.2 Recommendations 2, 3, 5, 8 and 9 specifically ask that support be provided to groups identified as particularly vulnerable.

10. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

10.1 There are no direct environmental implications arising from this report.

11. RISK MANAGEMENT IMPLICATIONS

11.1 There are no direct risk management implications arising from this report.

12. CRIME AND DISORDER REDUCTION IMPLICATIONS

12.1 There are no crime and disorder implications arising from this report.

13. EFFICIENCY STATEMENT

13.1 The recommendations were agreed by the Overview and Scrutiny Committee before the Coalition Governments emergency budget; however it has been stated that the vast majority of these recommendations can be implemented using existing resources.

13.2 A number of recommendations identify possible avenues for greater partnership working in reducing worklessness; this includes shared resources with the third sector. In addition to this, some recommendations look at increasing efficiency through improving strategies such as the way we engage with those that are the hardest to reach in order to tackle economic inactivity.

14. APPENDICES

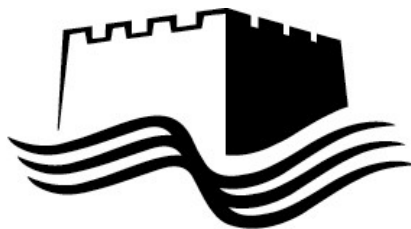
Appendix 1 – Report of the Scrutiny Working Group on Reducing Worklessness amongst Young Adults 18-24

Appendix 2 – Action Plan and responses to the Working Group's Recommendations

Local Government Act, 1972 Section 100D (As amended)
List of "Background Papers" used in the preparation of this report

No Background Papers were used in this report **Mohammed Ahad x2762**

**Report of the Scrutiny Review Working Group on
Reducing Worklessness amongst
Young Adults 18-24**



TOWER HAMLETS

**London Borough of Tower Hamlets
February 2010**

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Acknowledgments

The Working Group would like to thank all the officers and partners that supported this review. The views and perspectives of all that were involved have been fundamental in shaping the final recommendations of this report. We want to thank particularly the young adults who participated in the two focus groups and how so willingly shared their experiences with us. We hope that this report goes some way in responding to the many issues they raised.

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Contributions to focus groups were received from the following organisations and some of their service users:

Limehouse Project

Ocean Somali Community Organisation (OSCA)

Ocean Youth Connexions (OYC) in Partnership with the Ocean Tenants and Leaseholders Association (OTLA)

Visits were made to the following:

Community Consortium Against Poverty (CCAP)

Limehouse Project

Chair's Foreword

The issue of worklessness amongst young adults has been a matter of concern within the borough for many years. Low educational attainment coupled with low skills amongst young adults and the borough being a settling ground for migrants has all contributed to high levels of worklessness.

A number of initiatives have been developed in the past decade to tackle worklessness however the issue is still on the increase within the borough. With the current global economic recession the issue of worklessness amongst those between the ages of 18-24 is even more important to us. This is why I was keen to review what more can be done to reduce worklessness and unemployment in the borough.

Worklessness is a key priority of the Council and in particular reducing worklessness amongst specific targeted groups such as women and young BME residents. This review has taken into consideration these priorities.

What is the current situation? What is the role of the Third Sector and social enterprises in Tower Hamlets? Are young adults accessing provisions that are available to them? These are just some of the questions the review considered.

In March 2009 the Government commissioned a review entitled *Tackling Worklessness: A review of the Contribution and Role of Local Authorities and Partnerships* which highlighted the importance and need for local authorities to take the lead on reducing worklessness within their communities. During our scrutiny review sessions a number of the recommendations from this Government review were highlighted by both the third sector and young people and in turn have been incorporated into this report.

During this review we have heard from national, regional and local organisations that have all helped us in devising our recommendations. I would like to take this opportunity to thank them all and in particular the Third Sector organisations who gave up their invaluable time.

In addition to this I would also like to thank the Limehouse Project, The Community Consortium Against poverty (CCAP), The Canary Wharf Group and the Ocean Somali Community Association (OSCA) for their invaluable contributions throughout this review. A special thank you also to the young adults on the Ocean Estate, the Limehouse Project and the Ocean Somali Community Organisation (OSCA) who so willingly gave their time and shared their experiences of what barriers they have faced in accessing employment.

I hope that this review will go some way in helping young adults access the labour market in the near future.

Cllr Abdul Aziz Sardar
Scrutiny Lead, Prosperous Communities

Recommendations

The working group recommendations set out the areas requiring consideration and action by the Council and the Tower Hamlets Partnership to reduce worklessness amongst young adults aged 18-24. The recommendations cover six main areas:

Opportunities for young adults and targeted groups

- R1 That the Prosperous Community Plan Delivery Group (CPDG) accelerates progress on Apprenticeships by setting annual targets which are agreed by partner organisations and should explore using any locally available funding
- R2 That annual targets for work experience commitments are secured by the Human Resources Team for 14-19 year olds and the Employment and Enterprise Team for 19-25 year olds. There should be a clear emphasis on targeting groups with high levels of economic inactivity such as vulnerable young adults, women and ex-offenders
- R3 That NHS Tower Hamlets in partnership with the Council and other local health partners continue to develop specific schemes in professional health related fields with shortages to develop a workforce that reflects the community
- R4 The Prosperous Community Plan Delivery Group (CPDG) explores extending existing Graduate Programmes in the borough to devise a summer internship programme for Undergraduate Tower Hamlets residents
- R5 That the Prosperous Community Plan Delivery Group (CPDG) explores either developing or supports in extending an existing mentoring project where unemployed young adults have an opportunity to be mentored by officers from the Partnership

Engaging with young adults – information and awareness

- R6 That the Employment and Enterprise Team develops innovative methods to inform young adults about job and training opportunities; this should include the use of social networking sites and text messaging
- R7 That the Third Sector Team develops a communication strategy to publicise third sector employment support available to residents locally
- R8 That the Prosperous Community Plan Delivery Group (CPDG) use the Connexions model to explore developing a detached and outreach strategy to reconnect with unemployed 18-24 year olds
- R9 That the Prosperous Community Plan Delivery Group (CPDG) works with Jobcentre Plus, Connexions and Local Authority teams to ensure that NEET

young people moving into adult unemployment receive consistent and seamless support

- R10 That the Prosperous Community Plan Delivery Group (CPDG) commit to organising at least two job fairs annually

Role of the Third Sector

- R11 The Third Sector Team liaises with third sector organisations to develop a clear and consistent commissioning framework that sets out at the outset what it intends to purchase and what the third sector is providing. In addition, the Third Sector Team explore methods to encourage the Third Sector to be more qualitative in approach rather than merely report on outcomes
- R12 That the Third Sector Team capacity build and support umbrella organisations and Third Sector Partnerships such as the Third Sector Employment Network to carry out collaborative work, influence policy and advice and support mainstream agencies
- R13 That the Employment and Enterprise Team devise a clear Enterprise Strategy which gives on going support to local social enterprises and encourages entrepreneurship amongst young adults
- R14 That the Third Sector Team explore developing a shared database between themselves and third sector organisations showing whose working with whom whilst retaining choice for individual clients

Early intervention

- R15 That the Children, Schools and Families Directorate explore the possibility of introducing greater careers education at a Primary School age, as is currently being piloted through the governments *Young peoples information, advice and guidance strategy - Quality Choice and Aspiration*
- R16 That the Children, Schools and Families Directorate work with all Schools in the borough to ensure young people have an opportunity to gain a qualification in Employment Skills
- R17 That the Children, Schools and Families Directorate work with Schools and Colleges to increase the availability of industry related qualifications with support from appropriate employers
- R18 That the Children, Schools and Families Directorate work with the Education Business Partnership and schools to improve quality and outcome of work experience, including a wider range of challenging opportunities with partner organisations

Community Leadership

- R19 That the Council supports Councillors and other community leaders in developing their community leadership role in reducing worklessness and in particular encouraging and supporting groups which are under represented in the labour market

Further research

- R20 That the Prosperous Community Plan Delivery Group (CPDG) commission a piece of research to map out all services, within each LAP area, that deliver employment and training provisions and looks at ways in which this could be better managed and utilised in preparation for a reduction in public services

Introduction

1. The current global recession has had a detrimental effect on worklessness across the country. With Tower Hamlets already having one of the highest concentrations of worklessness, this has had an increasingly negative impact on an already existing historical problem in the borough. A sharp increase in unemployment, which is at its highest level since 1995, has the potential to lead onto an increase in economic inactivity within the borough unless control mechanisms are in place which looks at both reducing worklessness in the current climate and also at eradicating a future generation of worklessness.
2. Certain groups have been affected by the recession more than others. A key group which has been identified here includes those 18-24 and in particular women in this age bracket. Latest figures have shown that the jobless rate amongst those 18-24 has now risen to 16.1% with the rate amongst the working age population as a whole currently peaking at 7.8%.
3. In July 2009 the Scrutiny Lead for A Prosperous Community, Councillor Abdul Aziz Sardar, identified reducing worklessness amongst young adults 18-24 as a priority area for review and in the same month the Scrutiny Working Group was established. The key aim of the review was to identify the key barriers that deter young adults 18-24 in gaining sustainable employment and what more the Council and its partners could do to reduce worklessness as a whole in the borough.
4. The review had a number of key objectives:
 - To consider how the Council can assist young adults to improve their chances of employment
 - To review the entry level opportunities available to young adults
 - To look at the information and guidance and effectiveness of having so many providers in the Borough
 - To examine the role of the Third Sector and Community Hubs in reducing worklessness;
 - To find out from young adults what they feel are the key barriers in gaining employment, particularly amongst young women
 - To analyse and have some focus on women within the borough and the Stepney and St Dunstan's ward which both have a greater concentration of worklessness
5. The group agreed the following timetable and methodology for the review:
6. **Introductory Review Meeting (August 2009)**
 - Agree scoping document
 - Receive evidence on the national context from the London Development Agency, The Learning Skills Council and the Host Boroughs Unit
 - Evidence was also sought from the Lead Member for Employment and Skills and Officers from Development and Renewal and the Children's, Schools and Families Directorate

The role of the Tower Hamlets Partnership (September 2009)

- Presentations from members of the Tower Hamlets Partnership including the Director of the Tower Hamlets Partnership, Skillsmatch, Jobcentre Plus, the Canary Wharf Group, the Tower Hamlets Education Business Partnership and the Joint Director of HR at LBTH and NHS Tower Hamlets.

Joint session with the Members Diversity and Equalities Group (October 2009)

- Members discussed case studies collected from various local job brokerage organisations in order to better understand the issues surrounding worklessness and how it relates to equalities. There was a particular emphasis on reducing economic inactivity amongst women during the session.

The Role of the Third Sector (October 2009)

- A workshop was convened involving eight local third sector employment organisations to identify what they felt were the best methods to reduce worklessness in the borough and what more the local authority could do to support them.

Focus group with unemployed young adults (November 2009)

- Working group members held a focus group with economically inactive young adults in the Stepney and St Dunstan's Ward which has the highest concentration of worklessness in the borough. The focus group involved 15 young male residents.

Focus group with unemployed young women (November 2009)

- Members held a focus group with 12 young women from the Limehouse Project to identify what they felt were their main barriers in accessing employment

The role of the Connexions services in reducing worklessness (November 2009)

- This session considered the role of Connexions in reducing worklessness within the borough and what methods used by connexions could be incorporated and used more widely to reduce worklessness amongst those 18-24.

7. The final report for this review, including its recommendations, is expected to go Overview and Scrutiny Committee and if endorsed then will be taken to Cabinet where an action plan will be drawn up. The action plan will be monitored on a 6 monthly basis until all targets have been met.

Background

The National Perspective

8. The issue of worklessness has been on the government agenda for many years and even more so with the current recession. The latest labour market statistics shows that the economic inactivity amongst the working age population is 21.1% or 8 million people¹. The table below details the current national economic inactivity rate amongst all age groups nationally².

	Working Age Population (%)	Economic Inactivity (%)	Economic Inactivity amongst Males (%)	Economic Inactivity amongst Females (%)
National	62%	21.1%	16.6%	25.9%

Table 1: Economic inactivity rate amongst all age group nationally

9. It has commonly been stated that the NEET group and those in the 18-24 age bracket have been worst effected by the recession. Headlines from the past few months have read:

- *“Unemployment rates for 18 - 24 year olds has increased to 16.1%”*.³
- *“Young people - those up to 24 years old - have been particularly hard hit with unemployment leaping to a 16 - year high of 726,000”*.⁴
- *“Latest figures show that of the 137,000 rise in unemployment in the past three months, 55,000, or 40%, were in the 18-24 age bracket”*.⁵

10. Seven years on from the publication of the *National Neighbourhood Renewal Strategy*, the Government is suggesting a more focused approach to tackling worklessness and low levels of skills and enterprise. The Government has acknowledged that local authorities have a crucial role to play in promoting employment and suggests a number of ways in which work in deprived communities can be promoted:

- Acting as lead broker and facilitating co-ordination and collaboration between multiple agencies around tailored strategies
- Combining local government and other services into integrated responses to the needs of people who face barriers to labour market participation
- Engaging local employers through broader economic development activities

¹ ONS, Statistical Bulletin, Labour Market Statistics, November 2009

² ONS, Nomis, <https://www.nomisweb.co.uk/reports/lmp/la/2038431871/report.aspx?town=tower%20hamlets>

³ <http://news.bbc.co.uk/1/hi/business/8050745.stm>

⁴ <http://www.recruitment-international.co.uk/news/record-rise-in-unemployment-1479.htm>

⁵ <http://www.guardian.co.uk/education/2009/jan/05/school-leaving-age>

11. This is further highlighted through the White Paper, *Raising Expectations and Increasing Support: Reforming Welfare for the Future*⁶; the Government has firmly stated its intention to devolve to local authorities the responsibility to work with their partners in better understanding the local place-shaping agenda. This is a key aspect which is acknowledged throughout this review.

12. In March 2009 the Government commissioned a review entitled *Tackling Worklessness: A review of the Contribution and Role of Local Authorities and Partnerships*⁷. This again highlighted the importance for local authorities to take lead in reducing worklessness within their localities. Key activities identified here include:

- Apprenticeships – Local authorities should be more ambitious in expanding the number of apprenticeship opportunities for young people and adults
- Work Experience – Every local authority should make work experience opportunities available, particularly Working Neighbourhood Fund authorities
- Training – Local authorities should sign skills pledges and expand the use of Train2Gain to provide training and progression for their staff with low qualification
- Social Enterprises – Local authorities should use their procurement process to tackle worklessness and support local SMEs (including social enterprises)
- Section 106 – Local authorities should seek to use Section 106 agreements to expand the number of apprenticeships places

13. In response to the global recession the Government produced the White Paper, *New Opportunities: Fair Chances for the Future*⁸ to tackle the economic downturn on the long term and look to the future in producing a greater skilled workforce. Key aspects of this include:

- Support for parents and children in the early years which have a profound impact on later life chances
- Success in school, as educational attainment at 16 remains one of the most important determinants of future success
- Investment during the critical transition years from compulsory education through further and higher education and into work

14. In addition to this the Governments *Building Britain's Future – Future Jobs Fund*⁹ aims to allocate £1b to successful bidders to create 150,000 jobs for young people between the ages of 18-24. Tower Hamlets Council has been successful in acquiring funding from this initiative.

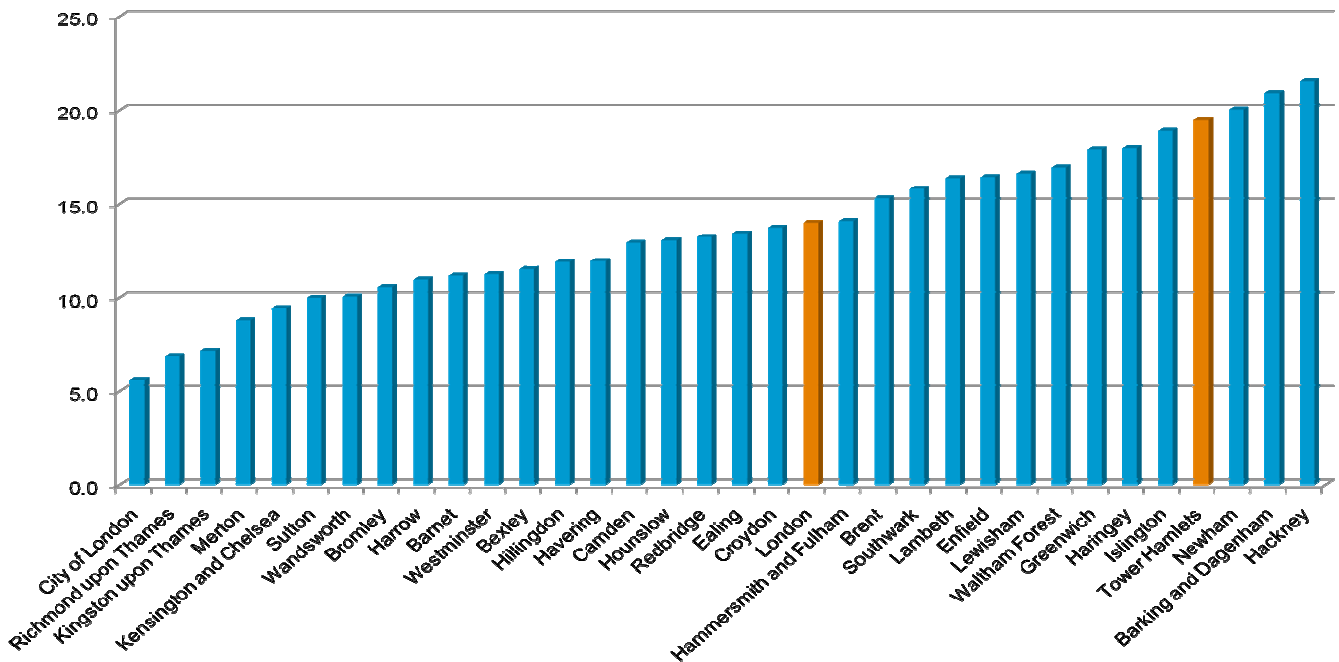
⁶ Department for Work and Pensions, December 2008

⁷ Department for Communities and Local Government, May 2009

⁸ Cabinet Office, January 2009

The Regional Perspective

15. Kris Kranowski of the Labour Market Strategy Department at the London Development Agency presented to Members the current climate in the Capital in terms of economic inactivity. From a London perspective, Tower Hamlets has a history of poverty and in particular high levels of unemployment and worklessness. The graph below¹⁰ shows the Tower Hamlets economic inactivity rate in comparison to other London boroughs in August 2008.



16. We can see from the above that Tower Hamlets has the fourth highest concentration of worklessness in London amongst all age groups which is about 5 percentage points higher than the London average.

17. Three (LB Tower Hamlets, LB Hackney and the LB Newham) out of the four boroughs with the highest economic inactivity rate are host boroughs for the 2012 Olympic and Paralympic games and also form part of the Multi Area Agreement amongst the host boroughs which collectively looks at reducing worklessness amongst other issues in the East End of London.

18. The table below shows unemployment rates for 16-24 year olds in Tower Hamlets and compares this with neighbouring boroughs, London and nationally.

⁹ Department for Work and Pensions, April 2009

¹⁰ London Development Agency, Labour Market Strategy, August 2008

	Tower Hamlets %	Hackney %	Newham %	London %	Great Britain %
Unemployment Rate	23.9	22.1	20.5	14.7	12.0
Total Unemployed	2,810	2,070	2,640	52,410	440,450

Table 2: Unemployment rates in Tower Hamlets compared to neighbouring boroughs¹¹

19. Tower Hamlets has the highest rate of unemployment amongst its neighbouring boroughs which is also nearly twice the rate of the national average.
20. Furthermore London has a higher number of people in groups traditionally disadvantaged in the labour market for a number of reasons including 21% of London benefit claimants being lone parents, compared to 14% nationally and that 23% of those economically inactive in the UK have multiple barriers compared to 30% in London.
21. Members heard that a number of initiatives have been developed to tackle worklessness. This includes the Mayor's Economic Recovery Action Plan as well as the introduction of the Mayor's Jobs Portal '*Helping Graduates into Work*' which has been designed to help recent graduates gain employment despite the recession.
22. In addition there are also intensive, personalised support through new outcome based programmes such as the £24m European Social Fund funding aimed at sustainable employment outcomes and £10m being made available to Boroughs to pilot new approaches and reach new groups.
23. The Host Boroughs Unit also presented some of the work that is and will be carried out in the near future amongst the Olympic Boroughs through a Multi Area Agreement (MAA). This looked at an integrated service delivery model where the Council being the key stakeholder locally are joined by organisations such as Jobcentre Plus, the Learning Skills Council and the East London Business Alliance who partner together in order to use convergence targets to close the economic inactivity gap with the rest of London
24. Some of the key aspects of the Olympic Legacy in terms of the MAA and the worklessness and Skills Delivery Partnership are outlined below:
 - Establish a sub regional approach
 - Engage all of the relevant organisations in a single conversation about worklessness and skills
 - Use convergence targets to close the gap with the rest of London
 - Commission as a partner with central government and the LDA
 - Use demonstration projects to build capability and capacity locally
 - Join up delivery at all levels

¹¹Development and Renewal, London Borough of Tower Hamlets

25. Nick Smales, Service Head for the 2012 Olympic and Paralympic Games presented some of the key headline statistics in terms of worklessness amongst 16-24 year olds in Tower Hamlets which are detailed below:

Description	Statistic
Borough 16-24 population	28,105
Economically Active	11,760
Unemployment Rate	23.9%
Total 16-24 Unemployed	2,810

Table 3: Key headline statistics in Tower Hamlets¹²

26. A reason behind the high number of unemployed young adults within the borough includes the low skills that residents possess. This is highlighted in the table below; we can see here that the borough languishes behind its neighbouring boroughs in terms of educational attainment.

	Tower Hamlets %	Hackney %	Newham %	London %	National %
% with no qualifications - working age	23.5	15.5	20.2	12.1	12.5
% with GCE A level or equivalent - working age	11.7	13.0	11.9	16.1	22.8
% with GCSE grades A-C or equivalent - working age	11.0	12.0	15.2	15.8	22.7

Table 4: Qualifications attained in Tower Hamlets compared to neighbouring boroughs¹³

27. A key aim of this review was also to look at the Ward within the borough which has the highest concentration of worklessness. The table below shows the Job Seekers Allowance claimant count for each of the boroughs Wards and according to this data, published by Jobcentre Plus for November 2009, Stepney and St' Dunstan's Ward has the highest number of claimants.

¹²Development and Renewal, London Borough of Tower Hamlets

¹³Development and Renewal, London Borough of Tower Hamlet

Claimant count by Ward and age in Tower Hamlets	
November 2009 (2009 base)	Count 16-24
Bethnal Green North	175
Bethnal Green South	215
Blackwall & Cubitt Town	165
Bow East	155
Bow West	135
Bromley-by-Bow	195
East India & Lansbury	240
Limehouse	190
Mile End & Globe Town	135
Mile End East	205
Millwall	155
St. Dunstan's & Stepney Green	245
St. Katherine's & Wapping	100
Shadwell	190
Spitalfields & Banglatown	170
Weavers	165
Whitechapel	170
Tower Hamlets	3,010

Table 5: Claimant count by Ward and age in Tower Hamlets, ONS 2009

28. The table below details the current national economic inactivity rate amongst all age groups nationally and breaks this down by gender. What is alarming here is the high percentage of economically inactive women that reside within the borough. It is generally known that the borough has a young population (33% under 25) which would in turn suggest that a large proportion of those women who are economically inactive may be under the age of 25; therefore a key aim of this review is to put forward recommendations on how this could be reduced.

	Working Age Population (%)	Economic Inactivity (%)	Economic Inactivity amongst Males (%)	Economic Inactivity amongst Females (%)
National	62%	21.1%	16.6%	25.9%
LBTH	71.2%	29.9%	16.8%	44.4%

Table 5: Comparing economic inactivity between male and females in Tower Hamlets and nationally ¹⁴

29. Within the borough certain Wards also have a higher percentage of economic inactivity compared to other Wards. This can be measured in terms of the DWP benefits claimed by 16-24 year olds. The latest figures from Jobcentre Plus (November 2009) indicate that the Stepney and St' Dunstan's Ward has the highest benefit claims for females aged 16-24 in the borough.

¹⁴Development and Renewal, London Borough of Tower Hamlets

Claimant count by females and wards in Tower Hamlets	
	Count
(2009 base)	16-24
Bethnal Green North	70
Bethnal Green South	80
Blackwall & Cubitt Town	65
Bow East	50
Bow West	55
Bromley-by-Bow	65
East India & Lansbury	75
Limehouse	70
Mile End & Globe Town	55
Mile End East	85
Millwall	55
St. Dunstan's & Stepney Green	90
St. Katherine's & Wapping	35
Shadwell	75
Spitalfields & Banglatown	65
Weavers	60
Whitechapel	75
Tower Hamlets	1135

Table 6: Claimant count by females and wards in Tower Hamlets

30. Even with the high number of economically inactive residents, there is however not a shortage of jobs in the borough. According to the Tower Hamlets Employment Strategy (November 2008) the borough has 2.5 jobs available for every economically active resident.

Tower Hamlets Community Plan

31. The Community Plan was developed in 2008 and sets out the challenges and priorities for the borough through to 2020 as well as specific targets, drawn from the Local Area Agreement, that the Partnership will focus on until 2011. A key priority of the Community Plan under the theme, *Prosperous Communities* is to reduce worklessness and increase employment and skills amongst residents.

32. The priorities identified in the Community Plan to increase employment and skills include:

- Helping families escape poverty, by providing employment support and advice on debt management
- Identifying and removing barriers to employment for target groups
- Helping people to get employment by ensuring there is support and training before and after they land a job

Fostering enterprise by:

- Providing incentives that encourage both business and social entrepreneurship
- Maximising the opportunities for local businesses from key growth sectors, and the Olympic and Paralympic Games
- Promoting Tower Hamlets businesses and encouraging growth and tourism, with particular emphasis on the Olympics and Paralympics

London Borough of Tower Hamlets Strategic Plan 2009/10

33. The Councils Strategic Plan 2009/10 also highlights the importance of reducing worklessness in the borough and considers the reduction of youth unemployment as a key priority. Some of the key aspects in the strategic plan related to worklessness include:

- Implement the action plan within the Employment Strategy to ensure that Tower Hamlets residents access new and existing jobs and thereby reduce the numbers of people on out of work benefits
- Increase employment opportunities for vulnerable people, in particular people with disabilities and mental health problems and those experiencing homelessness
- Refresh the Third Sector Strategy and Compact to ensure that we fully support these organisations
- Develop an Enterprise Strategy which sets out our approach to fostering business and entrepreneurship

London Borough of Tower Hamlets Employment Strategy

34. The employment strategy is one arm of the emerging Economic Strategy and was developed through engaging key partners through the Tower Hamlets Partnership. An enterprise strategy is currently being developed will offer an outline of activity to support business growth, entrepreneurship and social enterprises. The employment strategy highlights five key objectives as drivers in order to reduce worklessness in the borough:

- Improved co-ordination of employment related activity and funding – shared intelligence / information from employers on job vacancies, skills required and essential soft skills
- An effective range of employer led interventions – through the use of the Working Neighbourhood Fund agree a range of employment related activities to compliment the services of Jobcentre Plus and the Learning Skills Council with a target of 4,000 additional residents into employment
- Improve transition from education to employment – ensuring all 16-17 years old have a guaranteed learning opportunity leading to employment
- Create a seamless pre-employment to post employment skills offer – welfare to work programmes, job preparation and employer led pre-employment training along with greater entry level opportunities

- Develop an effective engagement programme ensuring specific activity for target groups – further develop the Community hub model to establish networks of third sector agencies and offer more localised engagement of residents

Development and Renewal Directorate Plan 2009/10

35. Reducing worklessness is a key priority for the Development and Renewal Directorate, this involve the identification and removal of barriers to employment for target groups as well as ensuring there is support and training before and after they get a job. Two key points from the 2009/10 Directorate plan include:

- Deliver the Employment Strategy to ensure that Tower Hamlets residents access new and existing jobs and thereby reduce the number of people on out of work benefits
- Manage the Working Neighbourhoods Fund and ensure it contributes towards the delivery of LAA targets

Performance Indicators

36. The following indicator defines the importance of tackling worklessness amongst this age group:

([SP308](#)) Percentage of young people in Tower Hamlets aged 16 - 24 claiming unemployment-related benefits

37. In addition there are also a number of Local Area Agreement Targets relating to worklessness and unemployment that the Council have signed up to which include:

([SP309, National146](#)) Percentage of adults with learning disabilities in Employment

([SP310, National150](#)) Percentage of adults receiving secondary mental health services in employment

([SP311, National151](#)) Percentage overall Employment rate (working-age)

([SP313, National153](#)) Percentage working age people claiming out of work benefits in the worst performing neighbourhoods

38. The Council has in the past also undertaken various reviews linked to this review on reducing worklessness. These include:

Scrutiny Review - Employment and Community Cohesion (2003/04)

39. A number of recommendations were devised through the scrutiny panel's investigation into employment and community cohesion, some of these included:

- The need to gather more robust information of the local need

- Development of the Third Sector Strategy
- Development within BME communities to offer childcare
- Further consideration to how post-14 education equips local people adequately for employment

Scrutiny Review – Graduate Unemployment (2006/07)

40. This review considered issues of graduate unemployment and underemployment within the borough. Some of the recommendations that were put forward included:

- Further research to establish the extent of graduate unemployment and underemployment
- Expand the in-house graduate training programme
- Develop further links between schools and employers by co-ordinating career workshops / advice sessions
- Use Skillsmatch to develop volunteering or secondment opportunities for graduates to gain experience

Scrutiny Review – Child Poverty (2008/09)

41. The Child Poverty review undertaken last year outlined how a future generation of deprivation could be tackled. A number of recommendations relating to worklessness was put forward including:

- That the Tower Hamlets Partnership develop on-going programmes to support specific groups facing barriers to employment
- That Tower Hamlets Partnership re-consider its position and use of data to review the support needed to get women into employment with a particular focus on supporting Bengali women
- That the Partnership explores ways to improve employment opportunities for the Somali community including the use of outreach work
- That the Health and Employment Group consider the role of GPs in identifying ways of breaking the cycle of long term sickness for those with support needs

Current Local Authority Initiatives

Skillsmatch

42. Skillsmatch is the Council's flagship job brokerage service and is ideally placed within the Development and Renewal Directorate under the Employment and Enterprise section. The service has been based in the heart of Canary Wharf since 1997; Skillsmatch has offices at 30 South Colonnade and also at the Canary Wharf Recruitment and Training Centre at 10 Heron Quay. To date Skillsmatch has placed over 6,500 local residents into sustainable employment and has built strong relationships with corporate companies based at Canary Wharf.

43. Skillsmatch has a number of programmes which it delivers to local residents including its Transitional Employment Programmes which are aimed at reducing economic inactivity within the borough, these include:

Skills Ladder – A 10 week programme aimed at first jobbers who want to work in clerical or facilities based roles. This includes Pitman IT training, confidence building and a 6 week placement which is designed to assist residents with the transition from education to employment. In 2008-2009, 104 trainees passed through the programme, with 80% going on to secure sustainable employment. The Skills Ladder and Earn as you Learn programmes also won two National Training Awards in 2006 and 2008.

Earn as you Learn – A 10 week programme aimed at second-jobbers and includes Pitman training with enhanced business communication skills as well as an 8 week work experience placement.

Graduate Placement Scheme – A 16 week placement which includes customised training for local graduates who have completed a degree but lack credible work experience. Placements have included Credit Suisse, Tower Hamlets Council and the Serious Fraud Office. The success of the scheme can be seen with 49 local graduates undertaking placements in 2009 including 32 being based at the Council of which 17 secured employment as a result.

44. In total 161 beneficiaries have been enrolled onto Skillsmatch transitional programmes during the first three quarters of 2009-10. With the main bulk of this total being made up from the commencement of 3 Earn As You Learn Programmes, 2 Skillsladder programmes, and 3 employers led transitional programmes one of which was delivered with Williams Lea and 2 in conjunction with the Tower of London. Since April 2009 approx 102 previous trainees have secured permanent employment. With the current cohorts approaching placement end dates we would expect this figure to rise significantly as full-time employment positions are secured.
45. In addition to this other programmes also delivered by Skillmatch include SIA security and construction training. Both these programmes are designed to help local residents benefit from job opportunities created by the London 2010 Olympic and Paralympic Games. Furthermore in 2009, 66 local residents secured employment in local educational establishments as part of the services Support Workers in Schools programme which includes a 16 week school placement as well as working towards a Level 2 accreditation.
46. Between April 2008 and March 2009, Skillsmatch placed 306 local residents into employment who were under 25, representing nearly 50% of the cohort figure into work during this period (612).

47. WNF is a government funding stream element of the Area Based Grant that is aimed at tackling worklessness, and has been allocated to local authorities where evidence shows there are significant challenges of high numbers of people without work and low levels of skills/enterprise. Tower Hamlets was allocated a total of £32.6 million WNF of which £23.6 million was allocated through strategic commissioning for project delivery in 2009/10 and 2010/11. The key aims of this fund are to look at:

- The short term imperative to get 4,000 local residents into sustainable employment
- The long term goal to prevent our current large population of young people becoming the workless of the future – early intervention and prevention
- Targeted work with excluded groups with a clear focus on moving people into employment

In addition the following 5 programme streams were identified to address the three strategic goals above:

- Family focused engagement
- Pre-employment skills and support to access local jobs
- Accelerating improvement in educational attainment
- Early intervention with young people at risk of worklessness
- Support for socially excluded groups to help them move into employment

48. The WNF has been distributed to tackle a range of issues within the borough. This includes funding projects through the Children, Schools and Families Directorate which looks at family focused engagement. In addition to this projects look at pre-employment skills and support for residents to access local jobs. Furthermore a number of projects also look at early intervention and prevention as well as the targeting of socially excluded groups to help them move into employment.

Future Jobs Fund (FJF)

49. Tower Hamlets has been successful in acquiring £650,000 through the Department for Work and Pensions Future Jobs Fund. In addition to this an extra £273,000 has also been added to this amount through WNF.

50. The FJF programme aims to create 100 jobs during the period October 2009 and March 2011 with indicative intakes in Autumn 2009 (October), Spring 2010 (April) and Autumn 2010 (October).

51. The scheme covers employment for a 6 month period and experience has shown that success for a long-term unemployed group (which the Future Jobs Fund is targeted at) is based on a combination of wage + training + support. Referrals to the programme will be via Job Centre Plus and the principal target will be young people aged between 18-24 years who are or will have become unemployed for 10 months or more from September 2009 and October 2010.

52. To date, through the FJF the Council has recruited 18 young residents in November 2009 and 13 residents in February 2010 and has placed them in a

range of different placements including various Council services, Tower Hamlets Homes, NHS Tower Hamlets and the Whitechapel Art Gallery. The programme aims to recruit another cohort of young adults in March 2010.

Key Findings

Opportunities for Young Adults and Targeted Groups

53. Deborah Clark, Former Joint Human Resources Director at the London Borough of Tower Hamlets and NHS Tower Hamlets, presented some of the programmes the Human Resources Services at LBTH and NHS Tower Hamlets were currently delivering to reduce worklessness amongst young adults between 18-24 years of age.
54. The partnership currently has 100 apprentices although this is to increase to 200 by 2012. The scheme was initially aimed at those 16-19 years of age however it is now open to all and covers areas such as customer care and construction. 90% of those who completed the schemes have gained employment with the Council. Members were keen for the partnership to increase the number of entry level and apprenticeship posts available. This was in turn echoed at later sessions and in particular during the focus group session with young women where participants highlighted the need for more entry level placements.
55. Three possible routes for apprenticeship programmes were identified during the session. Firstly, with the increasing number of Housing and Commercial Developments in Tower Hamlets, the working group highlighted the need for the Council to tap into apprenticeship opportunities through Section 106 Funds.
56. In addition to this Members also felt that the council should actively look into apprenticeship placements within organisation and companies that they procure services to as part of their contracts.
57. Furthermore it was also noted that worklessness and unemployment have an impact on Registered Social Landlords and the Metropolitan Police in terms of an increase in anti-social behaviour amongst young adults who are economically inactive. In addition it was also highlighted that there are potential health inequalities amongst those that are economically inactive which has an impact on NHS Tower Hamlets. With this in mind it was felt that such services in partnership with the Council need to take more responsibility in increasing its intake of apprenticeships locally.
58. The working group also heard that the Tower Hamlets HUB delivers just over 300 apprenticeship programmes to under 19s. Apprenticeship programmes were important in allowing young adults to gain both work experience and study for a qualification which would in turn set them up for a possible career. It was suggested that specific targets should be developed on an annual basis in terms of how many apprenticeship placements are delivered across not just the Council but also its partners and in turn the Prosperous Community Plan Deliver Group were best placed to do this.

R1 That the Prosperous Community Plan Delivery Group (CPDG) accelerates progress on Apprenticeships by setting annual targets which are agreed by partner organisations and should explore using any locally available funding

59. It was noted that the Council plans to provide 50 work experience places per year across the borough with each Directorate providing a minimum of 10 placements. Currently two work experience placements had been filled within the Human Resources Team. Members suggested that this should be increased and the Council and its partners should drive this agenda forward and maximise the number of placements available. However, it was stated that the issue here was of departments being willing to take on a local resident and making sure that their time spent with the Council is productive for both the resident and their employer.

60. The increase in the number of work experience placements, particularly targeting specific groups, was also highlighted during the focus group with the young male participants. They suggested that they had found it difficult to seek employment due to previous criminal records and even though they had reformed, they were still unable to find work. They felt that the partnership should have a specific programme targeting those who have a criminal record and are seeking work.

Case Study – Sainsbury’s

Supermarket chain Sainsbury’s delivers a programme called “You Can” which aims to help people back into the work place and offer support, training and skills opportunities for them to success. “You Can” is a selection of programmes which target specific groups such as those with disabilities.

Currently the programme runs a scheme that helps female ex-offenders get skills, experience and ultimately employment that can help them rebuild their lives after they leave prison. Sainsbury’s have set up a trial with Holloway Prison, which hopes to benefit more women in the future.

Their partnership with the London Employer Accord also enables them to support ex-offenders back into work. They are running this programme in selected stores across London and in 2008/09 supported 140 people through this scheme.

61. This was also consistent with a meeting with Paul Rickard, the Council’s Resettlement Co-ordinator who stated that there was a need for the partnership to look into the viability of having work experience placements for ex-offenders. Paul highlighted the excellent work that the high street chain Sainsbury’s had accomplished through their partnership with the London Employment Accord in giving ex-offenders the opportunity to re-establish their place back in the community. The working group felt that the Council should look into being involved with such initiatives.

R2 That annual targets for work experience commitments are secured by the Human Resources Team for 14-19 year olds and the Employment and Enterprise Team for 19-25 year olds. There should be a clear emphasis on targeting groups with high levels of economic inactivity such as vulnerable young adults, women and

62. The working group noted that the Gender Equality Steering Group was also looking into the high percentage of economically inactive women locally. The working group acknowledged the immense work NHS Tower Hamlets has undertaken in years to recruit from the local community but also heard that there was a shortage in some health related fields locally which could be tapped into through specific training schemes for local residents. Members were keen that these professions had a workforce that reflected the local community.
63. The draft outline report on the health careers plan (November 2009) notes that over the last ten years there have been significant increases in the number of Bangladeshi employees working in the three NHS Trusts (NHS Tower Hamlets, Barts and the London NHS Trust and the East London NHS Foundation Trust). The largest increase has been seen at NHS Tower Hamlets (from 66 to 249 which equates to around 15% of all staff). A smaller increase has been seen at Barts and the London Trust where the proportion of Bangladeshi staff has increased to 5% of all staff in 2008. This includes a proportionate increase from 1.5% in 1998/99 to 3% in 2009 among clinical professionals. However, this still lags behind the overall figure, which itself is not representative of the local population.
64. Amongst nursing and midwifery staff at Barts and the London NHS Trust the proportion has increased from 0.1% to 0.8% for the same period. Whilst this is an eightfold increase, it is from a very low base¹⁵. This is mirrored at NHS Tower Hamlets which has only 5 nurses at Band 5 or above with Bangladeshi backgrounds out of a workforce of 308 in these bands. There are eighteen in all grades out of total workforce of 432. At East London NHS Foundation Trust, 2.3% of the workforce is of Bangladeshi origin (2.2% for all nursing staff).
65. Across the Health Economy, Bangladeshi staff members are generally concentrated in lower administrative and clerical grades. They are generally employed at lower grades in clinical posts than their White British or Black African counterparts. Among all three NHS Trusts, the proportion of Bangladeshi staff in registered nursing and midwifery roles stands at 46 in all grades out of a total workforce of 3626, or 1.2%.
66. NHS Tower Hamlets have devised an action plan to tackle some of these inequalities that exist in the local healthcare job market including encouraging postgraduate entry through local graduate programmes and working more closely with local Schools and Colleges. Members were keen for more of these schemes as well as the draft action plan that NHS Tower Hamlets are devising to be implemented in order to increase access to local health related jobs for local residents.

¹⁵ It should be noted that 17% of nursing staff at BLT are shown as of unknown ethnic origin, so this figure may be understated.

R3 That NHS Tower Hamlets in partnership with the Council and other local health partners continue to develop specific schemes in professional health related fields with shortages to develop a workforce that reflects the community

67. Derek Harvey from Jobcentre Plus highlighted some of the programmes they were delivering to tackle the issue of rising unemployment amongst young adults between 18-24 years of age. Some of the existing help which is available includes the New Deal for Young People and lone parents. In addition to this there are a number of programmes which will be starting in the near future to tackle issues arising from the current economic crises.

68. The Young People Guarantee will be rolling out in January 2010 which guarantees an offer of a job, work focused training, or meaningful activity for all 18-24 year olds who have been on JSA for 39 weeks. This is open to those within disadvantaged areas of which Tower Hamlets qualifies.

69. The Backing Young Britain programme will also be delivered which targets those who are newly unemployed and have recently left school, college or university. This was a rallying cry to businesses, charities and government bodies to commit to at least one of 7 'asks' which include work trials, mentoring place and graduate/non graduate internship programmes.

70. Members were keen for local residents who were at University to have the opportunity to undertake an internship with the Council or one of its partners. This was also suggested by young adults, particularly past university students who attended the focus groups in that they felt they lacked work based experience when entering the labour market post university studies.

71. The scrutiny review on Graduate Unemployment in 2006/07 also highlighted that a key barrier for local graduates in securing employment was the lack of work experience that they possessed. Rather than re-inventing the wheel and setting up an undergraduate internship programme, working group members felt that the Partnership should explore expanding a number of already existing graduate development programmes so current university students can undertake a placement over their summer break. This would both allow Partnership organisations to have a semi-skilled student for up to 10 weeks as well as allowing that student to gain invaluable work experience which in turn makes them more job ready post graduation.

72. Members identified the Skillsmatch Graduate Programme, the Tower Hamlets Graduate Development Programme and the East London Business Alliance's Graduate Local Employment Scheme as potential programmes which could be expanded to deliver such internships.

R4 The Prosperous Community Plan Delivery Group (CPDG) explores extending existing Graduate Programmes in the borough to devise a summer internship programme for Undergraduate Tower Hamlets residents

73. Members met with a number of young male and female residents aged 18-24 who were finding it difficult to access employment during two focus groups. One of the focus groups took place at the Ocean Tenants and Leaseholders Association (OTLA) Hall on the Ocean Estate and consisted of 15 young men whilst the second focus group was a specific women's only session taking place at LIFRA Hall through the Limehouse Project.

74.



Young adults at the two focus group workshops



Young adults at the two focus group workshops

75. Many of those who participated in the focus groups suggested that they had a lack of local role models to aspire them when seeking employment. A way to tackle this was for the Council to devise a mentoring project where young adults could seek advice from Council and partner employees on how best to go about seeking employment as well as advice on application forms. Members were enthusiastic about the partnership setting up a mentoring scheme which could both benefit those who are economically inactive as well as those employed by the Council and its partners.

76. Tower Hamlets already has a number of existing mentoring programmes in place which include those being delivered in schools by the Tower Hamlets Education Business Partnership. Members recognised the benefits that mentoring could bring to young adults who were unemployed including constant support, guidance and assistance with seeking employment. In addition to this members also recognised that mentoring gives adults the opportunity to be a positive role model for young people by sharing their knowledge, skills and life experiences.

77. It was noted here that the Partnership could either develop a new scheme from scratch although this was highlighted as being cost intensive. An alternative approach was for the Partnership to support the extension of an already existing mentoring scheme so it delivers a programme specifically for those who are unemployed in the borough. The Osmani Trusts Shaathi Project was highlighted as a possibility.

78. The Shaathi Mentoring project was set up and established in 2002. The mentoring project implements an early intervention approach in working with “hard to reach” and “disengaged” young people. Many of these young people have been identified as being at risk of becoming excluded from mainstream services such as education, training and employment or are engaged in anti-social behaviour and criminality. The project works with and alongside mainstream services such as School’s, PRU, Connexions, Social Services, Youth Offending Teams and others. The project acquired the Approved Provider Standard (APS) in 2006 and Investing in Volunteers (IIV status in 2008).

R5 That the Prosperous Community Plan Delivery Group (CPDG) explores either developing or supports in extending an existing mentoring project where unemployed young adults have an opportunity to be mentored by officers from the Partnership

Engaging with Young Adults – Information and Awareness

79. Methods used in engaging with young adults were a popular theme that popped up at a number of sessions, most notably during the focus groups with young adults themselves. They felt that a lot more could be done by both the Council and its partners in engaging with them and their peers.

80. Current methods of advertising local vacancies and training opportunities included the East End Life and the Council’s website. However young adults felt that more innovative method should be in place to engage with those who either did not have access to the internet or did not read the East End Life.

81. A number of young adults highlighted the Ocean Job Shop (the employment wing of the Ocean New Deal for Communities) and their process of engaging with local residents through text messaging as being extremely successful and for such methods to be put in place in order to engage those that were hard to reach. The working group felt that there are other avenues such as social networking sites which could provide a useful tool to engage young adults.

R6 That the Employment and Enterprise Team develops innovative methods to inform young adults about job and training opportunities; this should include the use of social networking sites and text messaging

82. During the focus groups with young adults, members spoke of the current work the Council and its partners were undertaking in terms of reducing worklessness as well as the resources that were being invested to ease the issues within the current financial climate.
83. The Working Neighbourhood Fund was one of the programmes that were introduced to young adults however a number of participants were not aware of this and what third sector organisations were being funded. The working group felt that publicising this will ensure WNF projects were known to a wider audience and in turn would enable those needing support to access them.
84. As the lifetime of WNF is time limited, it was suggested that in general, third sector employment support and job brokerage services should be publicised more within each Local Area Partnership Area. The working group acknowledged the important role of the third sector in reaching out to hard to reach groups. Furthermore Members also felt that the third sector should be more utilised in engaging with these hard to reach groups and in particular within a climate where value for money will be of greatest importance.

R7 That the Third Sector Team develops a communication strategy to publicise third sector employment support available to residents locally

85. Young people commented that the Council and its partners needed to do more to engage with them and their peers, particularly on the streets. It was important to engage with young adults who were socially excluded and in turn were not accessing job brokerage services and only attended Jobcentre Plus to sign on. They highlighted the model used by Drugs Outreach Workers in Tower Hamlets as best practice in engaging hard to reach communities and suggested a similar model be developed by employment advisors.
86. Members were keen to take this idea forward, particularly as it was also mentioned during the session with the Head of Youth and Connexions, Dinar Hossain and the Futures Area Manager Steve Grocott. During this session it was highlighted that the Connexions service undertakes outreach work to engage with young people who are Not in Education, Employment or Training (NEET). This included working closely with Youth Centres, on the streets and also door to door knocking.
87. It was also noted that an ever increasing challenge which was being faced was to keep track of those young people who were NEET but then turned 18 and were classified as being adult unemployed. It was highlighted here that there was a need for a smoother transition for these young people who included the greater partnership working between the Connexions Services and Jobcentre Plus to make sure that these young people do not drop off the radar once they turn 18.

R8 That the Prosperous Community Plan Delivery Group (CPDG) use the Connexions model to explore developing a detached and outreach strategy to reconnect with unemployed 18-24 year olds

R9 That the Prosperous Community Plan Delivery Group (CPDG) works with Jobcentre Plus, Connexions and Local Authority teams to ensure that NEET young people moving into adult unemployment receive consistent and seamless support

88. The very high turn out to the recent Tower hamlets Jobs Fair highlighted the issues of unemployment in the borough. Members were keen for such job fairs to take place at least twice a year so residents could engage with a number of potential employers under one roof.

89. Members acknowledged the wide ranging benefits that such job fairs brought including the increased partnership working between the Council and its partners which are expected to be increasingly important with the expected reduction in public finances.

90. Further the working group recognised that such job fairs encouraged partner organisations to also work towards a workforce that reflected the local community and in addition gave local residents a greater chance to understand and have access to a range of industries. Members felt that such fairs should also include careers advice and guidance to local residents as well as an opportunity for local third sector organisations to publicise themselves.

R10 That the Prosperous Community Plan Delivery Group (CPDG) commit to organising at least two job fairs annually

Role of the Third Sector

91. A session looked at the role and importance of the Third Sector in reducing worklessness within the borough and particularly amongst hard to reach residents such as women. Eight local third sector organisations who are working in the job brokerage and employment fields attended the session and contributed their view on the key issues facing them when working with local residents.

92. Jon Underwood and Nasim Ahmed from the Third Sector Team outlined examples of projects that are being funded through the Working Neighbourhood Fund (WNF). Most of the WNF has been distributed to local third sector organisations and Tower Hamlets has been very generous in doing this compared to other London Boroughs. Furthermore a year of the programme still remains with a targeted output of 4000 jobs expected from the project over its lifetime; however this figure was put in place before the current economic crises.

93. Examples of projects which are being funded that look at some of the Council's priority areas such as the funding of the Muslim Women's Collective which is working with Muslim Women as well as the Somali Integration Team that works with Somali girls. It was noted that WNF will come to an end in March 2011 and it was paramount that sustainability strategies are something that third sector

organisations need to consider. Also highlighted at the session were the key themes which link the Third Sector Strategy with the Council's Community Plan including a greater voice for third sector organisations and the introduction of a Council for Voluntary Services.

94. The session also included a small workshop where participants split up into two groups and highlighted what they felt were the key issues facing the third sector and how the sector could be better utilised. The workshops were facilitated by members of the working group. Common recommendation themes were mentioned by both groups which were noted by the Members.

95. Representatives felt that there were inconsistencies in the way the Council commissioned services to the third sector. In particular it was mentioned that tendering was usually based on price whilst monitoring was based on costs. Participants also stated that there was a need for more flexibility with monitoring and management in that there was too much focus on targets rather than qualitative outcomes. Organisations were being tied down with the need to constantly measure performance and outcomes rather than tackling the long term causes of worklessness.

R11 The Third Sector Team liaises with third sector organisations to develop a clear and consistent commissioning framework that sets out at the outset what it intends to purchase and what the third sector is providing. In addition, the Third Sector Team explore methods to encourage the Third Sector to be more qualitative in approach rather than merely report on outcomes

96. With the Working Neighbourhood Fund expected to end in March 2011, the importance of sustainability and the capacity building of third sector organisations was widely discussed during the workshops. Representatives suggested the need for third sector employment organisations to work in greater partnership with each other. In addition there was a need for a voice for third sector employment organisations to be set up and capacity built locally considering the importance which the sector holds for the Council to meet its objectives.



Workshops involving Third Sector Organisations



97. Nasser Miah (Chief Executive) of the Community Consortium Against Poverty (CCAP) highlighted the importance of partnership working, particularly post WNF,

and gave the example of CCAP where all organisations involved apart from Bart's and the London NHS Trust were from the third sector.

98. Nasser highlighted that a number of organisations involved with CCAP were working towards the Council's priorities where organisations who are part of the consortium such as the Limehouse Project and the Jagonari Centre both work with Muslim women and women in general whilst the Ocean Somali Community Association (OSCA) and the Osmani Trust were working with Bangladeshi and Somali residents and City Gateway were engaging young people. In addition to this Nasser also mentioned the need to support and build the Third Sector Employment Network which brought together a number of third sector employment initiatives within the borough.
99. This was echoed at a previous session where Kim Chaplain from the Host Boroughs Unit highlighted the need for localism and devolution when tackling worklessness and those services needed to stop competing with each other but rather should work together and not in isolation.
100. In considering issues arising from this session the working group felt it was important to develop the third sector and in particular the role played by them as highlighted above. In addition to this Members also recognised the growing importance of partnership working with the third sector and in particular within the current financial climate

R12 That the Third Sector Team capacity build and support umbrella organisations and Third Sector Partnerships such as the Third Sector Employment Network to carry out collaborative work, influence policy and advice and support mainstream agencies

101. The importance of social enterprises in reducing worklessness was highlighted during the review. A number of social enterprises were publicised to the working group and how such projects had aided residents to escape economic inactivity. Two such projects which have aided local residents to access employment include the Bromley-by-Bow Centre's Beyond the Barn initiative and the Tower Projects Tower Hamlets Valeting Enterprise.

Case Study – Beyond the Barn, Bromley-by-Bow Centre

'Beyond the Barn', a unique and growing network of currently, 21 successful social enterprises across Tower Hamlets, all supported and kick started by the Bromley by Bow Centre social enterprise team. They range from an ethical cleaning service to an IT consultancy. All have a shared mission to create local jobs, deliver vocational training, recycle profits back into the local community, provide goods and services for local people and improve the environment across the borough. *Beyond the Barn* have a turnover of more than £1 million and have created over 100 new jobs within the community to tackle issues such as worklessness - 56% from BME communities and almost 30% run by women.

The greatest success for *Beyond the Barn* is Bikeworks a Community Interest Company, which has recently been awarded the "Best New Social Enterprise in England" and the "Best New Social Enterprise in UK" in the 2009 Social Enterprise Awards.

Bikeworks operates a "community cycling hub" based in Victoria Park. They deliver a number of cycling based programmes. These include employment and training opportunities for the long-term unemployed, cycling for health, all ability cycling for disabled people, bike recycling and sales and repairs to the public.

The work of Beyond the Barn has been recognised by Central Government as best practice "This work is cutting edge and a fantastic example of *social enterprise meeting the needs of the entire community*". Phil Hope, Minister of State for the Third Sector, 2008

Case Study – Tower Hamlets Community Valeting Enterprise, Tower Project

The Tower Hamlets Community Valeting Enterprise (THCVE) was set up in May 2009 and is one of a number of social enterprises run by the Tower Project. It aims to deliver a professional transport valeting service to local authorities, public bodies, organisations, schools, youth clubs and businesses.

What makes THCVE unique is that they are a [Community Interest Company](#). Meaning they work for, and are part of the local community. They provide training, work and employment opportunities to disabled people, vulnerable adults and long term unemployed people living in the local community of East London.

The creation of work and training opportunities by THCVE in an area of high unemployment, worklessness and poor health conditions allows those people furthest away from the labour market to gain accredited training, work skills and paid opportunities in a supported employment environment. As a social enterprise all profits made are re-invested into these aims of providing more training and work for unemployed people.

During its 7 months of operation they have successfully recruited 8 young people with moderate learning disabilities who have engaged in an accredited valeting and employability Open College Network program and completed a 3 month work placement. As valeting contracts with Tower Hamlets Council and others increase they expect to be able to offer paid employment opportunities to those who have successfully completed their placements, this will happen over the next few months.

102. Third Sector organisations present at the session however stated that there was a continuous need for the Council and partners to support social enterprises through all stages from their development to making sure they are sustainable.
103. Members were keen for the Council's new Enterprise strategy, which is currently being drafted, to include specific support to third sector organisations to both develop social enterprises and also support their sustainability.
104. In addition to this, Members and young people taking part in the focus groups also highlighted a keen interest in encouraging young entrepreneurs within the community through support from the Council. This would ideally be through training and development opportunities for young people with innovative ideas that have the potential to benefit the local community.

R13 That the Employment and Enterprise Team devise a clear Enterprise Strategy which gives on going support to local social enterprises and encourages entrepreneurship amongst young adults

105. With the Council's target of 4000 jobs and the notion of double counting, it was discussed that there was a need to develop a shared database which is accessible by all third sector employment organisations and other partners. This in turn would aid joined up and partnership working between organisations through increased referrals. In addition to this it would minimise the administration work which is carried out by each organisation when registering a client. Furthermore it would allow organisations to better understand the individual client as well have access to information of the services they had visited in the past.
106. The working group felt an investment into this project would deliver better outcomes for local residents in the long run and also support the partnership in commissioning services. It would also allow a more comprehensive evaluation of services being delivered by third sector organisations and allowing resources to be directed according to needs.

R14 That the Third Sector Team explore developing a shared database between themselves and third sector organisations showing whose working with whom whilst retaining choice for individual clients

Early Intervention

107. Members were keen to look at methods of reducing a future generation of worklessness within the borough as this was a topic that was mentioned at a number of sessions that took place. Members suggested that there needs to be more meaningful careers advice given in schools and this should start at a primary school age.
108. A Government pilot scheme is currently taking place in Bristol, Coventry, Gateshead, Manchester, Plymouth, Reading and York which is trialling career related learning at a Primary School age. The pilot scheme is a part of the government's strategy to increase the information, advice and guidance given to young people and is highlighted in the governments report *Quality, Choice and Aspiration*. The report highlights how research has shown that 11 year-olds have very high aspirations, with 75 per cent saying they wanted to go to university.
109. It is suggested that parents can have a huge influence on children's learning and career aspirations at all stages. This has led to the Government trialling career related learning in 38 primary schools to encourage pupils and parents to discuss careers and education choices early and during the final years of primary school. It is further suggested that parents will get the help, support and resources they need to do this confidently, and help prepare their children to choose the right subject options at 14.

R15 That the Children's, Schools and Families Directorate explore the possibility of introducing greater careers education at a Primary School age, as is currently

being piloted through the governments *Young peoples information, advice and guidance strategy - Quality Choice and Aspiration*

110. In addition to this the report also highlights the importance of careers information for secondary school students and includes an Information and Guidance (IAG) guarantee which entitles young people in Schools to get :

- Support from a Personal Tutor who knows them well and who can help them to access specialist advice and ensure any learning needs or issues are quickly addressed;
- High quality programmes of careers education which help young people to plan and manage their own careers;
- Information, advice and guidance about the benefits of higher education and how to access the opportunities that it affords
- A programme of work related learning (in Years 10 and 11), giving young people direct insights into the world of work

111. During the session with connexions it was noted that the youngest age that students are given careers advice is in Year 9. In addition to this members were alarmed that through service level agreements and due to resources only 40 days of careers advice was given per academic year to each school which signed up to the programme. Members felt that was not enough and more needed to be done to increase the careers advice given at a secondary schools age.

112. Members heard that a method of increasing careers advice in schools could be to ensure that all young people in Secondary Schools have an opportunity to gain a qualification in Employment Skills such as the Passport to Employability.

113. Passport to Employability is a modular programme delivered by the Tower Hamlets Education Business partnership (EBP) and covers aspects ranging from managing money, searching and applying for a job, through to enterprise activities and allows students to work towards a BTEC Work Skills Level 2 which has GCSE equivalency.

R16 That the Children's, Schools and Families Directorate work with all Schools in the borough to ensure young people have an opportunity to gain a qualification in Employment Skills

114. During the session with the Tower Hamlets Partnership, Mike Tyler of the Education Business Partnership presented what employers thought were the key barriers facing young adults in gaining employment. This included a lack of work related skills amongst local residents.

115. The session highlighted that a way to increase skills amongst young people was for both the Council and educational establishments to work closer with employers to develop and increase the industry related qualifications that were

currently available to young people. It was suggested here that the more options that were available to young people the better their chances would be post compulsory education.

116. During the focus group, young adults also raised concerns about their lack of industry related skills being a barrier to employment and highlighted in particular that they could have benefited from more work related experience during their Secondary School years. Members were alarmed that some students hadn't undertaken the two weeks work experience during their time at School and others suggested that the two weeks taught them very little and wasn't productive.

117. Members noted that the poor quality of the two weeks work experience in schools should be looked into as this had been highlighted a number of times both during this review and externally.

R17	That the Children's, Schools and Families Directorate work with Schools and Colleges to increase the availability of industry related qualifications with support from appropriate employers
R18	That the Children's, Schools and Families Directorate work with the Education Business Partnership and schools to improve quality and outcome of work experience, including a wider range of challenging opportunities with partner organisations

Community Leadership role of Elected Members

118. The working group held a joint session with the Members Diversity and Equalities Working Group (MDEG) looking at issues of equalities in worklessness. This was particularly important to the review with a focus being on reducing economic inactivity amongst young women in the borough which is a key equalities priority of the Council as highlighted in the table below.

Priority area	Age	Disability	Gender	Race	Religion/Belief	Sexual Orientation
A Prosperous Community: Worklessness	Reduce number of 16-18 year olds not in education, employment or training	Increase number of disabled people in employment	Reduce rate of economic inactivity among working age women	Reduce levels of unemployment and worklessness amongst Bangladeshi and Somali residents	Reduce rate of economic inactivity among Muslim women	

Table 8: Priority areas of inequality to be addressed through Diversity and Equalities Action Plan 2009-10

119. In the workshop members considered a number of scenarios captured from real life examples from local third sector organisations. Members were asked to think about what they thought their community leadership role should be in relation to the scenarios posed to them. A number of scenarios involved BME women and issues with cultures and traditions in terms of employment.
120. Key points from the discussion included members noting that as community leaders they had a community leadership role to play in reducing worklessness within the borough. They felt that they should influence and change the perception of certain parts of the community in making them realise the importance of working as a means of escaping poverty. It was suggested that elected members need to advise and educate parents in their constituency as to the importance of their children gaining a good education and in turn securing sustainable employment.
121. Discussion also centred on the need for members to attend seminars so they can increase their knowledge and awareness of certain local issues such as reducing worklessness. Members could support the Partnership in reducing worklessness in various ways such as a greater role on the Local Area Partnership Steering Groups.
122. An addition to this, it was also suggested that this should be expanded to other community leaders within the borough and not just elected members. The need to develop those such as LAP chairs and religious leaders to portray the importance of education, skills and employment was also noted.

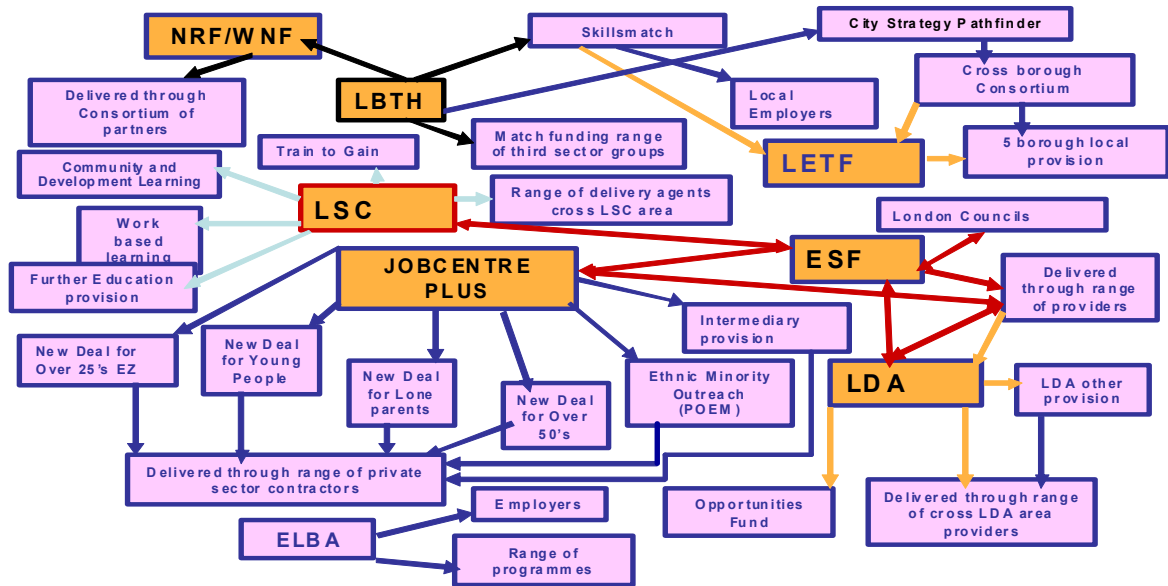
R19 That the Council supports Councillors and other community leaders in developing their community leadership role in reducing worklessness and in particular encouraging and supporting groups which are under represented in the labour market

Further Research

123. During the introductory meeting for the review it was highlighted that there were a number of organisations within the borough who were delivering job brokerage services to residents and this in turn could be confusing both to employment advisory staff and young adults themselves.
124. Nick Smales also highlighted the issue of a lack of coherence in the delivery of services with this being too complex with too many deliverable organisations. The notion that there were over 60 projects involved within the WNF highlighted this issue. This was consistent with Kim Chaplain of the Host Boroughs Unit who stated the need for devolution and localism when tackling worklessness although an issue which is coherent here is the fact that there are too many provisions in place which make it hard for advisors who are aiding people into employment.

125. The diagrams below detail the complexity of some of the job brokerage services that are available to residents of the borough.

FUNDING AND PROVISION ROUTES FOR EMPLOYMENT RELATED ACTIVITIES IN TOWER HAMLETS



External agencies and programmes working to reduce worklessness in the borough

126. It was suggested that with pending cuts in public services, the need to map out and evaluate what employment and skills related services are available in each LAP area should be highlighted. This would look at both the possible duplication and efficiency of services which is bound to be of importance with the expected cuts.

127. It was noted at a later session that there are some existing data and mapping work which has recently been undertaken through the City and South East London City pathfinder strategy and this could be an initial starting point for this piece of work. Organisations that are LDA funded were stated as being on this database. However with this in mind Members were keen to still undertake a mapping exercise which separates services by LAP areas.

R20 That the Prosperous Community Plan Delivery Group (CPDG) commission a piece of research to map out all services, within each LAP area, that deliver employment and training provisions and looks at ways in which this could be better managed and utilised in preparation for reduction in public services

CONCLUSION

128. In conclusion, the Working Group have made a number of recommendations which it feels will address and reduce some of the issues relating to worklessness and add value to the lives of young adults in the borough. These build on the recommendations which have been put forward in previous scrutiny reviews around unemployment and child poverty. The working group understands that specific socially excluded communities within the borough need to be targeted in order to reduce worklessness as a whole and in turn has made recommendations specifically targeting women and ex-offenders.
129. The working group welcomes the work the Partnership has been developing to reduce worklessness. In particular it is hoped the WNF programme will address some of the really difficult unemployment issues
130. The review highlights the importance of the third sector in reducing economic inactivity within the borough and in particular the role of social enterprises and how they can be developed as a vehicle to reduce worklessness. The need for the Council and its partners to utilise such social enterprises in order to harness their sustainability is key here. A number of recommendations relating to developing the third sector highlight their importance.
131. The need for greater information and in particular how the Council and its partners relay information to young adults has also been discussed at length. Recommendations for the use of innovative technology and detached work to engage with those that are hard to reach have been forward.
132. The Working Group recognises the importance of eradicating a future generation of economic inactivity. It has put forward recommendations to increase work experience opportunities for young people in secondary schools as well as methods of early intervention through the introduction of careers advice sessions from a primary school age.
133. Finally recommendations surrounding the role of elected Members and their community leadership responsibilities have been highlighted. Elected members play a crucial role in advising their constituents of where to seek employment advice as well as to encourage them of the importance of being economically active in order to live prosperous lives.
134. To conclude it can be said that this review in itself will not tackle worklessness in the borough but with the implementation of some of these recommendations there is a strong possibility that it can be a positive influence in reducing worklessness locally.

Scrutiny and Equalities in Tower Hamlets

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Appendix B – Response to Scrutiny Working Group report on Reducing Worklessness Amongst Young Adults 18-24 ¹

The Majority of the recommendations in this report will be implemented from existing resource. Specific financial implications on individual recommendations are highlighted in the action plan below.

Recommendation	Response / Comments	Responsibility	Date
R1 That the Prosperous Community Plan Delivery Group (CPDG) accelerates progress on Apprenticeships by setting annual targets which are agreed by partner organisations and should explore using any locally available funding	14-19 team to ensure <ul style="list-style-type: none"> • Integration with 16-19 commissioning plan which includes local Apprenticeship numbers • Support from the National Apprenticeship Service and agreement with Group Training Agencies to engage employers offering Apprenticeships up to 19 CPDG to secure from each strategic partner an annual commitment to new apprenticeship starts, 16-19 and 19+ for 2011/12 and annually thereafter <p><i>No additional resource required to maintain ongoing relationship with Apprenticeship providers and NAS.</i></p> <p><i>Grant request submitted to NAS to pilot improved Apprenticeship delivery programme and engagement with those sectors (principally</i></p>	Wendy Forrest (Director, The HUB)	May 2010

¹ This Action Plan will be monitored by OSC and Employment Task Group on Six Monthly Basis

		<p><i>financial services) that do not currently participate in the Apprenticeship programme</i></p> <p>An annual target of 70 apprenticeships within the council has been set by the Work based Learning Service as part of the Workforce to Reflect the Community Strategy</p> <p><i>No additional resources required to meet this target which is now increased to a minimum of 83</i></p>	Linda Crawford (Organisational Development and Positive Action Schemes Manager)	2010/11
R2	<p>That annual targets for work experience commitments are secured by the Human Resources Team for 14-19 year olds and the Employment and Enterprise Team for 19-25 year olds. There should be a clear emphasis on targeting groups with high levels of economic inactivity such as vulnerable young adults, women and ex-offenders</p>	<p>As part of the Local Economic Assessment and review of the employment strategy, the Employment & Enterprise team will be identifying and consulting on the key activities targeting different client groups. Following this comprehensive quantitative, qualitative and analytical process, action plans will be developed in association with available investment.</p> <p><i>Financial implications: None.</i></p> <p><i>LEA process is near completion and within current budget allocations</i></p> <p><i>Strategy development and presentation are ongoing pieces of work within the Employment and Enterprise team, development of action plans will follow strategy through employment enterprise task groups and Prosperous communities group</i></p>	Andy Scott (Employment and Enterprise Manager)	<p>LEA Due date July 2010</p> <p>Cabinet December 2012</p>

		<p>Opportunities and barriers to be scoped with HR by June leading to action plan to deliver 14-19 targets. Action Plan to include Directorate targets and ensure some opportunities ring fenced for young people most at risk</p> <p><i>No additional resource required to maintain ongoing relationship with EBP</i></p> <p>An annual target of 90 work experience places (15 in each directorate) has been agreed. Placements are being developed between April – July and are due to com on steam from July/August until the end of the financial year.</p>	<p>Wendy Forrest (Director, The HUB) Mike Tyler (Director, Education Business Partnership)</p> <p>Linda Crawford (Organisational Development and Positive Action Schemes Manager)</p>	<p>September 2010</p> <p>August 2010</p>
R3	<p>That NHS Tower Hamlets in partnership with the Council and other local health partners continue to develop specific schemes in professional health related fields with shortages to develop a workforce that reflects the community</p>	<p>Skillsmatch is working closely with the health sector and health cluster businesses to ensure motivated job ready individuals are being linked to the vacancies which exist and have signed an SLA with Barts and the Royal London Hospital Trust to maximise the number of health sector jobs secured by residents</p> <p><i>Financial implications: None.</i></p> <p><i>Agreement with Barts and London contains financial income for the Council to compliment the work of Skillsmatch. Promotion of health sector will be through communications plan developed</i></p>	<p>Andy Scott (Employment and Enterprise Manager)</p>	<p>June 2010</p>

		<p><i>alongside strategy work.</i></p> <p>A Health Careers Board has been established by NHS Tower Hamlets that includes all the NHS Trusts in Tower Hamlets, City University, Tower Hamlets College and the Local Authority. The Board will put into place Action Plans that will aim to attract more young people and adults into clinical careers. NHS Tower Hamlets will continue to provide work placements; graduate and apprenticeship roles to local people as part its plan to have a workforce that reflects Tower Hamlets communities.</p> <p><i>Whilst the NHS is undergoing reorganisation and reduction of management costs at present, it is committed, through the Health Careers Board, to increasing local employment in clinical areas, especially in relation to underrepresented BME communities. The full action plan is planned to be adopted in September, and will include marketing to parents and children on nursing roles, taster placements for school students and an extended apprenticeship programme.</i></p>	Andrew Attfield (Associate Director Community Employment, NHS Tower Hamlets)	On-going
R4	The Prosperous Community Plan Delivery Group (CPDG) explores extending	An internship scheme is being organised to start in August. It will offer 3 month placements with training / coaching support. The scheme will be for 20 graduates.	Linda Crawford (Organisational Development and Positive Action Schemes)	August 2010

	existing Graduate Programmes in the borough to devise a summer internship programme for Undergraduate Tower Hamlets residents	<p><i>No additional Resources required to meet this target , however we may have to reduce this intake to 13-14 places</i></p> <p>A number of organisations including Skillsmatch, ELBA, Young Foundation, Adaab Trust, University East London and the London Metropolitan University will be setting up an action group to look further into graduate unemployment and aspects of job brokerage for new graduates.</p> <p><i>Financial implications: None.</i></p> <p><i>Staff resource to attend steering group meetings is contained within current allocations.</i></p>	Manager) Andy Scott (Employment and Enterprise Manager)	March 2011
R5	That the Prosperous Community Plan Delivery Group (CPDG) explores either developing or supports in extending an existing mentoring project where unemployed young adults have an opportunity to be mentored by officers from the Partnership	<p>This recommendation will be considered further in the Employment Strategy refresh during 2010/11</p> <p>The action group mentioned in R4 will also look at a partnership approach to mentoring local graduates and advising them on employment related issues.</p>	Andy Scott (Employment and Enterprise Manager) Andy Scott (Employment and Enterprise Manager)	March 2011 March 2011
R6	That the Employment and Enterprise Team	Skillsmatch have in place a text messaging service to inform those that are registered about	Andy Scott (Employment and	On – going

	<p>develops innovative methods to inform young adults about job and training opportunities; this should include the use of social networking sites and text messaging</p>	<p>opportunities for employment and training and maximising innovation is already planned into the future work. Skillsmatch also have a client database where clients receive emails on potential vacancies. The Employment Strategy refresh will also include a communication strategy which will explore innovative methods of communication.</p> <p><i>Financial implications: None.</i></p> <p><i>Any additional development of marketing through new technology will be developed through Strategy action plans. Any changes to marketing delivery will be costed and explored for value for money.</i></p> <p>The development of the new Children, School's and Families Directorate youth website and the 18+ options brochure to be available online and in print should contribute to this work</p> <p><i>No additional resource required to provide 10/11 website and print-based IAG</i></p>	<p>Enterprise Manager)</p> <p>Wendy Forrest (Director, The HUB) Streve Grocott (Area Manager Tower Hamlets, Futures)</p>	<p>On - going</p>
R7	<p>That the Third Sector Team develops a communication strategy to publicise third sector employment support available to residents locally</p>	<p>Third Sector WNF team will work with Employment and Enterprise Team to develop a Communication Strategy and publicise third sector employment support available.</p> <p><i>There are financial implication on this as this has not been budgeted for but there could be potential European funding for this which we are exploring</i></p>	<p>Abid Hussain (Third Sector and External Funding Manager)</p>	<p>December 2010</p>

		<p>The Employment and Enterprise Team are developing a communications strategy to publicise employment support.</p> <p><i>Financial implications: None.</i></p> <p><i>Communications strategy will be developed as part of ongoing economic strategy development work</i></p>	<p>Andy Scott (Employment and Enterprise Manager)</p>	<p>December 2010</p>
R8	<p>That the Prosperous Community Plan Delivery Group (CPDG) use the Connexions model to explore developing a detached and outreach strategy to reconnect with unemployed 18-24 year olds</p>	<p>As part of the Local Economic Assessment process, evidence of different groups of unemployed and economically inactive residents will be identified and evaluated. This work will lead to development of partnerships and engagement proposals to deliver the most productive methodology of engagement producing the highest impact for investment. This will include engagement with disadvantaged, detached and marginalised groups.</p> <p><i>Financial implications: None.</i></p> <p><i>LEA process is near completion and within current budget allocations</i></p> <p><i>Strategy development and presentation are ongoing pieces of work within the Employment and Enterprise team, development of action plans will follow strategy through employment enterprise task groups and Prosperous communities group.</i></p>	<p>Andy Scott (Employment and Enterprise Manager)</p>	<p>LEA due date July 2010</p>

		<p>Employment Task Group reporting to the Prosperous Community Plan Delivery Group to develop a localised multi-agency outreach pilot providing intensive support to young people transferring from NEET to JSA/ESA linked to the Employment Strategy, 14-19 plan and Olympic borough Strategic Regeneration Framework.</p> <p><i>This is linked to DWP resourcing request in R9</i></p>	<p>Mike Tyler (Director, Education Business Partnership & Chair of the Employment Task Group)</p>	<p>Action plan to be drafted by June 2010 for consideration by Employment Task Group</p>
R9	<p>That the Prosperous Community Plan Delivery Group (CPDG) works with Jobcentre Plus, Connexions and Local Authority teams to ensure that NEET young people moving into adult unemployment receive consistent and seamless support</p>	<p>The Employment & Enterprise team working on behalf of the Employment Task Group are already exploring the opportunities within DWP funding streams to develop proposals that will link the work of connexions, JCP and local delivery agencies to develop transition arrangements between service delivery at different ages. It would be preferable to create an innovative intervention which focuses young people on employment before they move onto an unemployment benefit delivery agency. This is ongoing.</p> <p><i>Financial implications: None.</i></p> <p><i>Neet project is looking at external funding to go forward through ESF matched opportunities</i></p>	<p>Andy Scott (Employment and Enterprise Manager)</p>	<p>On- going</p>

		This will take forward work which has already been initiated and is a priority to be led through the Employment Task Group reporting to Prosperous Community Plan Delivery Group	Mike Tyler (Director, Education Business Partnership & Chair of the Employment Task Group)	Action plan to be drafted by June 2010 for consideration by Employment Task Group
R10	That the Prosperous Community Plan Delivery Group (CPDG) commit to organising at least two job fairs annually	<p>CPDG and its partners will organise a minimum of 2 jobsfairs events per year which will include larger generic jobsfairs as well as smaller targeted events. CPDG are committed to working alongside the Employment task group and its strategic partners and will gather and co-ordinate a jobsfairs and events calendar for the year to ensure that internal and external investment in these events is maximised. CPDG and the Employment Task group will also work alongside any new delivery organisations for the emerging government 'work programme' to promote job opportunities for local residents.</p> <p>Larger events will be managed by Jobcentre Plus and the Councils Skillsmatch service whilst smaller targeted events can be geographic based like the recent Ask Coach LOCOG/ RSL roadshow event in Bow and the LAP based event being planned by WNF programme team. Key sector based events will be designed to promote local opportunities including health, security, hospitality and retail. These events will target</p>	Andy Scott (Employment and Enterprise Manager)	On - going

	<p>specific work sectors linked to Barts and Royal London, Olympics, new developments in the borough, sector shortage areas and growth sectors within the local labour market. Events can highlight different levels of jobs including from entry level through to graduate placements.</p> <p>Jobsfairs, events and publicising opportunities will also form part of the communications and publicity plan which is developing alongside the Employment and Enterprise strategies revision process.</p> <p>Financial implications: Medium Events with strategic partners will usually have funding attached to them. Specific events focusing on sectors or geographies will be planned into new programmes of work however additional funding allocations will need to be secured for current and ongoing programmes to ensure successful outcomes.</p>		
R11 The Third Sector Team liaises with third sector organisations to develop a clear and consistent commissioning framework that sets out at the outset what it intends to purchase and what the third sector is	<p>Third Sector Commissioners' Group to:</p> <ul style="list-style-type: none"> • Develop a framework (prospectus) • Work with the Third Sector Team and other colleagues to develop a capacity building Action Plan • Review the commissioning arrangements 	<p>Richard Parsons (Service Head, Procurement and Corporate Programmes)</p> <p>Abid Hussain (Third Sector and External Funding Manager)</p>	October 2010

	<p>providing. In addition, the Third Sector Team explore methods to encourage the Third Sector to be more qualitative in approach rather than merely report on outcomes</p>	<p>for MSG and CMF</p> <ul style="list-style-type: none"> Strengthen partnerships with third sector around commissioning and procurement by communicating opportunities to bid for LBTH contracts and facilitating a third sector provider day. <p><i>Might have future financial implications but at present this work is ongoing using existing resources</i></p>		<p>September 2010</p> <p>September 2010</p>
R12	<p>That the Third Sector Team capacity build and support umbrella organisations and Third Sector Partnerships such as the Third Sector Employment Network to carry out collaborative work, influence policy and advice and support mainstream agencies</p>	<ul style="list-style-type: none"> Ensure support is available to local third sector organisations including infrastructure/umbrella organisations Use third sector networks and advisory boards to seek advice and help influence and shape future and emerging policy. <p><i>Might have future financial implications but at present this work is ongoing using existing resources</i></p>	<p>Alice Wallace (Third Sector Development Manager)</p>	<p>On going</p>
R13	<p>That the Employment and Enterprise Team devise a clear Enterprise Strategy which gives on going support to local social enterprises and encourages entrepreneurship</p>	<p>A scoping paper is already being drafted in preparation for the wider development of the enterprise strategy, which will go through a consultation phase and link to the enterprise statement in place. This has an element of entrepreneurial focus as well as a support to all enterprises. Funding will need to be secured to take projects forward.</p>	<p>Andy Scott (Employment and Enterprise Manager)</p>	<p>December 2010</p>

amongst young adults	<p><i>Financial implications: Limited.</i></p> <p><i>Strategy development and presentation are ongoing pieces of work within the Employment and Enterprise team, development of action plans containing enterprise start up will follow the strategy through employment & enterprise task groups and Prosperous communities group.</i></p> <p><i>Any actions proposed but not yet funded will seek to apply for externally based funding.</i></p> <p>Delivery of enterprise based initiatives is on-going including projects through the Bishop Gate Section 106 funds and the East London Business Place. Once completed, delivery of the Enterprise strategy will also commence.</p>	Gay Harrington (Chair Enterprise Working Group)	On-going
R14 That the Third Sector Team explore developing a shared database between themselves and third sector organisations showing whose working with whom whilst retaining choice for individual clients	<p>The Third Sector Team will be working with the CVS interim Board and the ChangeUp Consortium to explore further.</p> <ul style="list-style-type: none"> • Scope the development of the database • Agree protocols for the use of database • Promotion of the database across the partnership 	Alice Wallace (Third Sector Development Manager)	December 2010
R15 That the Children's, Schools and Families Directorate explore the possibility of introducing	<p>If the pilot for careers education in primary is going ahead we will this year:</p> <ul style="list-style-type: none"> • Identify a lead officer within the primary 	Anne Canning (Service Head, learning and Achievement)	March 31 st 2011 The school improvement

<p>greater careers education at a Primary School age, as is currently being piloted through the governments <i>Young peoples information, advice and guidance strategy - Quality Choice and Aspiration</i></p>	<p>team</p> <ul style="list-style-type: none"> • Ensure LA primary school improvement officers are familiar with DCSF documentation, the implications for primary school and the pilot programme for primary schools • Hold a dissemination event for primary headteachers on the pilot programme • Liaise with secondary colleagues to ensure alignment of approach • Use existing cross-phase clusters to develop the careers education pilot • Use SIP visits to audit existing careers provision in primary schools • Implement pilot 		<p>service is undergoing a review due to the DCSF discontinuing funding in April 2011</p>
<p>R16 That the Children's, Schools and Families Directorate work with all Schools in the borough to ensure young people have an opportunity to gain a qualification in Employment Skills</p>	<p>Passport to Employability targets and action plan for academic year 10/11 to be agreed through Employment Task Group. Targets to specify:</p> <ul style="list-style-type: none"> • Number of Schools offering the programme • Number of pupils registered onto the programme • Number to qualify at L1 and L2 in year <p><i>Employability currently sponsored by Nomura until July 2011. No additional resource required if</i></p>	<p>Wendy Forrest (Director, The HUB)</p> <p>Mike Tyler (Director, Education Business Partnership)</p>	<p>September 2010</p>

		<i>sponsorship continues</i>		
R17	That the Children's, Schools and Families Directorate work with Schools and Colleges to increase the availability of industry related qualifications with support from appropriate employers	Tower Hamlets Applied Curriculum Strategy to be agreed through Hub Board and frame the ongoing work of the EBP and 14-19 Employer Engagement Manager <i>No additional resource required assuming continued central government EBL grant and school support (through DSG) for 14-19 Plan</i>	Wendy Forrest (Director, The HUB) Mike Tyler (Director, Education Business Partnership)	July 2010
R18	That the Children's, Schools and Families Directorate work with the Education Business Partnership and schools to improve quality and outcome of work experience, including a wider range of challenging opportunities with partner organisations	Work Experience improvement programme to be agreed by June for implementation by January 2011 <i>No additional resource required assuming continued central government EBL grant and school support (through DSG) for 14-19 Plan</i>	Wendy Forrest (Director, The HUB) Mike Tyler (Director, Education Business Partnership)	June 2010
R19	That the Council supports Councillors and other community	A range of seminars focusing on Members' community leadership role and how this can contribute to reducing worklessness will feature in	Steve Wiggott (Learning and Development Manager)	On-going

<p>leaders in developing their community leadership role in reducing worklessness and in particular encouraging and supporting groups which are under represented in the labour market</p>	<p>the 2010-11 Member learning and development programme. (This would be subject to sign off by the Member L&D Working Group and CMT).</p> <p><i>Internal training sessions will be cost neutral, however if there is a need to bring in external experts to deliver some workshops then there could be a possible cost involved with this.</i></p> <p>The Employment and Enterprise Employment Strategy will detail local employment champions.</p> <p><i>Financial implications: None.</i></p> <p><i>Strategy development and presentation are ongoing pieces of work within the Employment and Enterprise team, development of action plans containing engagement methodology and community engagement will follow the strategy, developed through employment & enterprise task groups and Prosperous communities.</i></p>	<p>Andy Scott (Employment and Enterprise Manager)</p>	<p>December 2010</p>
<p>R20 That the Prosperous Community Plan Delivery Group (CPDG) commission a piece of research to map out all services, within each LAP area, that deliver employment and training provisions and looks at ways in which</p>	<p>A Local Economic Assessment is currently being undertaken, which is a statutory requirement for local authorities. The outcome of this will give us a more comprehensive outlook of each LAP Area.</p> <p><i>Financial implications: Limited .</i></p> <p><i>Strategy development and presentation are ongoing pieces of work within the Employment and Enterprise team, development of action plans</i></p>	<p>Andy Scott (Employment and Enterprise Manager)</p>	<p>July 2010</p> <p>July 2010</p>

<p>this could be better managed and utilised in preparation for a reduction in public services</p>	<p><i>containing particular focus on co-ordination of effort and targeting will follow the strategy through employment & enterprise task groups and Prosperous communities group.</i></p> <p><i>Totalplace approach projects will need to identify their scope and funds available to deliver. This could be from an alignment of partner agency funding.</i></p> <p>The Council is currently running a Total Place Pilot which is looking at Child Poverty. A key aspect of this is mapping employment support organisations in the borough and in particular from the third sector. This piece of work will support the refresh of both the Employment Strategy and the Child Poverty Strategy.</p> <p>Both of these reports will be considered by the Prosperous Community Plan Delivery Group.</p>	<p>Jon Underwood (Total Place Programme Manager)</p>	
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Agenda Item 7.3

Committee/Meeting: Cabinet	Date: 6 October 2010	Classification: Unrestricted	Report No:
Report of: Corporate Director Resources Originating officer(s) Maura Farrelly & Everett Haughton		Title: Mainstream Grants Advice Service & Corporate Match Funding Programmes – Arrangements for 2011 and Beyond Wards Affected: All	

Lead Member	Author to insert portfolio title(s) of relevant Lead Member(s) Helal Abbas – Leader
Community Plan Theme	Author to identify Community Plan Theme(s) supported by the proposal A Prosperous Community A Safe and Supportive Community
Strategic Priority	Author to insert Strategic Priority(ies) supported by the proposal Strengthening and Connecting Communities

1. **SUMMARY**

- 1.1 The Council has two main grant streams used to support third sector organisations in delivering activities which further our Community Plan priorities: Mainstream Grants (MSG) and Corporate Matched Funding (CMF). MSG is allocated to a number of themed areas one of which is social welfare advice. The Council moved from grant funding of advice provision to a 'needs-led' commissioning approach in 2008. This involved entering into 3 year agreements with a range of advice consortiums to deliver the service. The current contracts are due to expire at the end of 2010/11. This paper analyses options in relation to this and proposes that the contracts are rolled over until 2011/12 when they should be re-commissioned.
- 1.2 The Corporate Match Funding budget has been specifically used to match-fund third sector organisations to draw in funding to deliver objectives around regeneration and worklessness. The current CMF programme runs till 31 March 2011. This report brings forward proposals and options for 2011 and beyond.

2. **DECISIONS REQUIRED**

Cabinet is recommended to:-

- 2.1 Note the business case for continuing to provide Advice Services as set out in paragraphs 6.1 - 6.4;
- 2.2 Agree the recommendations relating to the timetable for re-commissioning Advice Services as set out in paragraphs 6.17- 6.20:
 - I. That current arrangements are 'rolled-over' to 2011/12
 - II. That services be re-commissioned in 2012 for the period 2012/15
- 2.3 Agree the way forward for commissioning Corporate Match Funding projects as detailed in paragraphs 6.31 – 6.35;
- 2.4 Agree that Service Agreements of currently funded Corporate Match Funding projects be extended for three months to 30 June 2011 as set out in paragraph 6.35.

3. REASONS FOR THE DECISIONS

- 3.1 In relation to the Mainstream Grants Advice Service, decisions are being sought because the commissioning period for which funding has been approved is coming to an end and new arrangements need to be agreed for 2011 and beyond.
- 3.2 The current Corporate Match Funding awards were approved for 2010/11 only and approval is now being sought on the proposals and arrangements for 2011 and beyond,

4. ALTERNATIVE OPTIONS

- 4.1 In the case of the Mainstream Grants Advice Service Commissioning, alternative options include:
 - i. Moving immediately to a competitive commissioning process for a further 3-year period;
 - ii. Extending all current commissioning contracts for a period of 2 or more years.
- 4.2 With regards to the Corporate Match Funding programme, alternative options include redefining the proposed way forward and varying the commissioning timeframe.

5. BACKGROUND

Mainstream Grants Advice Service

- 5.1 Following extensive consultation throughout the Advice Sector, The Mainstream Grants Advice Service was the first of the Council's grants programmes to move to a commissioning-based approach to the distribution of funding.

- 5.2 The first 3-year phase of commissioning come to an end in March 2011 and this report sets out proposals on the way forward.

Corporate Match Funding

- 5.3 Corporate Match Funding (CMF) is one of the Council funding streams used to grant fund Third Sector organisations to support the delivery of the Community Plan. Specifically, CMF has been used to match fund Third Sector Organisations to draw in funding to deliver objectives around regeneration and worklessness.
- 5.4 In previous years CMF has been allocated on a year-by-year basis; however, this report seeks to bring this in line with one of the key objectives of the Third Sector Compact which is to move to longer-term funding.

6. BODY OF REPORT

Advice Service Business Case

- 6.1 We have a long established commitment to supporting this sector based on the role these services play in tackling poverty and social exclusion and the business case for continuing to provide advice services remains strong. The sector deals with over 30,000 enquiries primarily relating to debt, welfare benefit and housing cases. The benefits of our current £915,000 a year investment can be summarised as follows:

6.1.1 Tackling poverty - In 2009/10 advice agencies assisted residents in claiming entitlements to over £6 million in benefits and tax credits. This included supporting older people and disabled people to claim £2 million in entitlements.

6.1.2 Contributing to health and wellbeing – the link between ill health and poverty has been well established as has the role of advice services in reducing stress and associated health problems.

6.1.3 Reducing demand for key services – Advice provision helps to avoid poor outcomes such as defaults on rent and council tax payments. This directly reduces demand for these services and indirectly on a wide range of other local services e.g. homelessness, social services and primary care.

6.1.4 Supporting access to employment – ‘better off’ calculations, supporting the claim of in-work benefits and tax credits and supporting residents with multiple debt problems has been shown to increase the chances of entering and staying in employment.

6.1.5 Developing community capacity and resilience - Over 60 volunteers a year are trained by Island Advice and the CAB. A third of these have gone into full time employment in the sector or related sectors in the past twelve months.

- 6.1.6 Improved procedures /processes in delivery of public services - A significant element of advice sector work relates to errors, delays or procedural challenges in relation to benefit entitlement or debt collection procedures. Ongoing liaison meeting with DWP and Council Tax /Housing Benefit has helped to highlight and tackle some of the concerns and improve service delivery.
- 6.2 There is significant ongoing demand for advice services – which providers are struggling to meet. The profile of service users is diverse - 60% of users of advice services are from BME communities and 15% are disabled. Demand for support with welfare benefits and tax credits is high due to the complexities of the various welfare benefit and tax credit processes, errors and delays in processing and the low level of literacy and numeracy of a significant proportion of residents.
- 6.3 Demand for debt advice has increased substantially in the last 3 years and the impact of public spending cuts is likely to create further demand. There is currently a two-week waiting list for debt advice cases and similar waiting times for specialist housing advice.
- 6.4 As advice provision helps deliver a wide range of strategic objectives and is in demand from residents from our diverse community due to its impact on health and well being – it is recommended that there is ongoing commitment to funding advice services.
- Performance of Current Contracts**
- 6.5 In addition to the regular quarterly monitoring of advice contracts, a detailed review of performance against contracts was undertaken in spring 2010. All of the contracts are performing well and in some cases exceeding targets by up to 10%. In the past twelve months advice agencies have dealt with over 30,000 queries 48 % relating to welfare benefits and tax credits 25% relating to debt and 18% housing.
- 6.6 The review highlighted that significant progress has been made in increasing accessibility to services particularly in the west of the borough; creating a more seamless advice provision, with longer opening hours and more effective referral processes. There has also been an increase in the use of volunteers, including pro bono evening sessions, which has increased the capacity of agencies delivering services.
- 6.7 The lead agency model for delivering services on a paired LAP basis has enabled smaller organisations to benefit from support to improve quality standards, through peer review, supervision, access to training and information resources. It has also improved coordination and linkages with locality based services. Strong links have also been made into employment training and ESOL provision as well as to children’s centres, GP’s and other support services to develop a holistic package of services particularly for vulnerable clients.

- 6.8 Ongoing work is being undertaken on addressing some of the drivers of the need for advice and a number of partnership projects have developed work on the promotion of financial inclusion and financial capability. Some pilot work is also being undertaken with two of the advice agencies on dealing with repeat clients and in looking at supporting clients' resilience, confidence and ability to tackle and deal with similar problems in the future.
- 6.9 The annual review report also took into consideration, governance, management, business planning and financial viability. All of the advice agencies have seen a reduction in funding from charitable trusts and other sources in the past 3 years and have had to rely on using reserves in some cases to maintain the level of services.
- 6.10 The challenges facing the sector of managing increasing demand from limited resources are likely to increase in the current economic climate. Changes in the Legal Services Commission funding regime has specific implications for the Law Centre as the specialist advice agency in the borough and also implications for Island Advice and CAB who also currently hold LSC contracts.
- 6.11 In the last 12 months a number of agencies have explored ways to reduce overhead costs, with discussions on sharing back office costs and potential mergers. However, due to the uncertainty of ongoing funding in the short and longer term, it has proved difficult for agencies to pursue merger as a viable option at this time. The availability of suitable, accessible, affordable premises from which to deliver services is also an area of concern. The Rights Shop in Bethnal Green and the CAB in Whitechapel have been trying to identify suitable alternative premises for the last 12 months, but to date have been unsuccessful. Officers are working with organisations to support and assist cost reduction where possible.
- 6.12 In relation to value for money, it is difficult to do direct comparisons across organisations as there is no standard formula for identifying clear unit costs for cases as the amount of time spend on each enquiry will vary depending on the complexity of the case and the amount of support individual clients require although work is currently being undertaken with the sector to develop general agreement for funding formula.
- 6.13 Unit costs were not taken into account when the original commissioning was undertaken. This was due to the fact that individual organisations were at different stages in their development and also different models of service delivery were provided depending on the needs of the geographical area and targeted communities. In addition some of the larger organisations used a combination of advice supervisors and trained volunteers to deliver advice whilst smaller organisations generally rely on paid staff only to deliver the service

- 6.14 Ongoing work is now being undertaken to standardise the reporting of targets and outcomes by the agencies, to enable benchmarking of comparative performance of agencies delivering similar services. An analysis of the original commissioning bids highlights that the median unit cost of providing generalist advice and follow up a face to face enquiry is £35 for general help level which includes form filling and some advocacy on behalf of the client. The CAB costs were lower due to the use of telephone advice and extensive use of volunteers to deliver services, whilst some of the smaller agencies costs were higher. In relation to language specific services the Somali Consortium costs are higher than Praxis or the Chinese Association due to the partnership outreach model that has been developed with local Somali groups which includes contributions to overhead costs for those agencies and support with implementing advice quality assurance process. Officers are working with the organisation to identify potential avenues including use of volunteers to help improve value for money whilst still ensuring delivery of accurate quality advice services.
- 6.15 The experience and lessons learnt from this first commissioning round and review will provide us with useful baseline information for the re-commissioning process. The experience of other local authorities who have undertaken a similar commissioning process will also be taken into account.
- 6.16 Feedback from providers and other stakeholders on the Tower Hamlets model which combines localised services, targeted provision for specific communities, as well as borough-wide specialisms, has been very positive and has been used as a model in other boroughs.

Advice Services Commissioning Timetable

- 6.17 As detailed above, the current contracts finish at the end of 2010/11. Options are to re-commission the contracts this year or continue the current arrangements into 2011/12 and then review the specifications and re-commission for 2012/13.
- 6.18 It is recommended that the current arrangements are rolled over to 2011/12 and re-commissioned for the following year for the period 2012/15. There are 2 key reasons for this:
- Structural changes in the sector and in funding regimes - Advice agencies currently receive a total of £2.3m from a range of funding streams but a number of these streams expire in 2010 /11.
- The Council and the Legal Services Commission (LSC) are the main funders of advice provision in the borough with both organisations contributing approximately £0.9m each to social welfare advice provision.
 - There have been major changes to LSC procurement and funding regime including ending of the previous funding arrangements for not for profit agencies. The final outcome of the LSC current bidding round,

which was an open competitive tendering process, will be announced over the next few months.

- The changes in the LSC funding regime and the overall reduction in new matter starts is liable to have a negative impact on some of the current specialist voluntary sector provision in the borough. The proposed government changes in disability living allowance and other benefits is also liable to have major impact on the demands for services.
- Advice organisations have highlighted that they are currently reviewing and restructuring service delivery plans to accommodate the increased demand from service users and the impacts of reductions in funding. Officers are undertaking ongoing development and support work with the sector to ensure that existing services are maintained to a high standard
- The postponement of LBTH commissioning of advice provision until 2011/12 would both provide some stability to the sector and enable the authority to work with the sector on remodelling provision to meet identified needs and gaps in provision and prioritise services in line with the available resources.
- A review of Third Sector grants funding to identify options for 5% savings across the budget is being undertaken. Any savings are currently scheduled to be delivered from 2011-13 though this timing and amounts are clearly subject to the current budget setting process. Depending on the outcome of this process, it may be necessary to reduce the Mainstream Grants allocation for 2011/12 by this amount.
- Consultation on future priorities and any proposed decommissioning of services would commence in February 2011 following confirmation of the Council's three year budget allocation for advice services with final specification and commissioning process undertaken throughout the year.

6.19 Opportunities for service re-modelling of Advice and Financial Inclusion are part of the scope of the Total Place Child Poverty Strategic Commissioning project. This has identified a range of potential opportunities to improve service provision and mitigate any reductions in funding. These include:

- Increasing the ability of advice organisations to utilise community capacity including increased use of volunteers and the development of money champions to promote financial inclusion.
- Localisation. The current paired LAP provision has enabled strong links to be made with children's services, housing, employment and health providers. It is possible that advice provision could form a key part of the localisation / service integration model

- Access and branding. On going work is being undertaken to increase the visibility and accessibility of advice services, including developing a shared brand and promoting take up of telephone advice delivery channels to reduce pressure on face to face delivery.
- Links to Community Plan and Council Strategies - Future funding of advice services will also need to be linked into the emergent Financial Inclusion Strategy, the Advocacy Strategy as well as Child Poverty Strategy and Employment Strategy. Working with other funders and provider representative bodies to look at gaps in provision and possible alternative models of provision.

6.20 For these reasons it is proposed that our advice commissioning round is delayed for 12 months to provide some stability to the sector and to afford us the opportunity to work with the sector and other key stakeholders to develop a long-term sustainable model for advice service provision in the Borough.

CORPORATE MATCH FUNDING (CMF)

The Current Programme

- 6.21 CMF is used to grant fund organisations to support the delivery of Community Plan objectives and specifically, to match-fund Third Sector Organisations to lever in funding from external sources to deliver objectives around regeneration and employment. A proportion of the funding has also, in recent years, been used to support the development of Third Sector organisations through the allocation of small capacity building grants. These grants have been targeted at developing a range of skills and benefits which are designed to contribute significantly to the development of a thriving Third Sector in the borough.
- 6.22 In recent years, the CMF programme has supported a range of projects on a one-year basis. We have however, continued to support those projects in subsequent years providing that the organisation had an appropriate on-going project delivery plan and primary funding in place.
- 6.23 In the context of the CMF Programme's contribution to the Council's overall funding of regeneration and employability skills development activities, it should be noted that the major funding in this area has traditionally been through the Council's Neighbourhood Renewal Fund and more recently, the Working Neighbourhood Fund (both of which had disposable resources in excess of £10m per year). WNF funding ends in 2010/11 and there is no indication that there will be any allocation of a similar size to replace it.
- 6.24 To achieve savings over the last 5 years, the Corporate Match Funding budget has been reduced from its original allocation of £1m. The budget for 2010/11 is £555,000 (taking account of in-year and recurring savings). This is made up of a Main Programme allocation of £498,000, a commitment of

£21,423 to cover over-programming, and a small grants/capacity building allocation of £35,577.

6.25 Our Quarter 1 monitoring (April-June 2010) confirms that the projects are progressing well in relation to their targeted outputs. The targeted outputs are clearly defined in terms of what needs to be achieved/delivered, for example the following criteria relates to Individuals Capacity Built:

- Minimum of 12 hours of support to an individual (*either on a one-to-one basis or through group work*). Non-accredited training that supports local people towards employment. Learning may cover BASIC SKILLS such as literacy, numeracy and ESOL; or, KEY SKILLS - including non-academic generic skills such as communication, ICT, team-working, job search and interview skills.

6.26 It should also be understood that beneficiaries targeted by our funded projects are likely to be at varying stages in terms of distance from the labour market or the particular skill or knowledge being sought - it follows therefore, that costs for the achievement of those stated outputs will vary.

Future Challenges

6.27 In the financial and economic position that is anticipated over the coming 3 years or so, unemployment and economic inactivity will certainly remain a key challenge both in Tower Hamlets and throughout London. The Council has commissioned a Local Economic Assessment and is refreshing its Employment Strategy which will make recommendations about how we should focus our own resources, and work with partners, to maximise our impact in reducing worklessness.

6.28 As part of the new Government's emerging welfare reform strategy which includes changes to Jobseekers Allowance, Incapacity Benefit and Housing Benefit, many residents of the borough will be subject to changes in both their benefit claimant status as well as the financial amounts they will receive through these regimes. Subsequently, this will mean an increase in the need for advisory and support services.

6.29 The challenge for Tower Hamlets is also exacerbated by the fact that the level of funding available for local authorities to support employment-related initiatives is likely to be significantly reduced from that which was available in previous years. It is clear that if we are to rise to the challenge, amongst other things, we will need to maximise the productivity and investment of the mainstream service delivery by Jobcentre Plus, maximise the Council's available resources and determine what should be the key priorities for the Council in using this funding to complement the work of the nationally funded agencies, co-ordinate effective joined up service delivery which reduces duplication of delivery and finally to open up increased levels of employment opportunities to local residents.

- 6.30 It is recommended that a robust commissioning process moves away from grant agreement arrangements and toward a contractual basis for services to drive the performance of organisations against agreed targets.

The Way Forward

- 6.31 Current CMF Service Agreements run till 31 March 2011. The level of allocation of CMF grant for beyond March 2011 will not be determined until January/February next year as part of setting the Council's three year budget. This will be too late to undertake a formal re-commissioning exercise to commence operation from April 2011. This may mean that some currently funded projects, which still meet future aims and would be likely to get funding in a re-commissioning round will face a gap in funding which would affect their viability.
- 6.32 One option would be for Cabinet to agree that current CMF service agreements be extended for 3 months. This has been done before to enable a transition between funding streams, for example in moving for Neighbourhood Renewal Funding to WNF. In this case, however, it would require Cabinet to make an up-front commitment of a maximum of £138k for 2011/12 to continue funding the existing projects. The actual requirement may be less as some projects may no longer have matched funding beyond March 2011 and may therefore be coming to an end or not seeking further funding beyond this period.
- 6.33 Depending on budget decisions about the future of CMF, the new funding period would then run for 2 years 9 months from July 2011 through to March 2014. The proposed programme commissioning timetable would therefore be as follows:
- | | | |
|------|-------------------------------------|-----------------------------|
| i. | Notification of funding opportunity | - Jan 2011 |
| ii. | Expression of interest deadline | - Feb 2011 |
| iii. | Full application deadline | - March/April 2010 |
| iv. | Report to Grants Panel | - June 2010 |
| v. | Successful projects commence | - 1 st July 2010 |
- 6.34 It is also recommended that Third Sector team officers work closely with the Employment and Enterprise team in Development and Renewal, and through them with Jobcentre Plus and other key partners, to develop a set of commissioning criteria for CMF which reflects both the Council's objectives for the third sector as set out in the Third Sector strategy and our priorities around the emerging Employment Strategy.
- 6.35 In order to accommodate the above approach, Cabinet are asked to agree that the Service Agreements for all current CMF funded projects be extended from March 31 2011 to 30 June 2011, requiring an up-front funding commitment of £138K.

7. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 7.1 This report describes proposals for supporting advice services organisations that are currently funded by the Council's Mainstream Grants (MSG) and Corporate Matched Funding (CMF) arrangements in 2011-12.
- 7.2 Currently, existing advice commissioning contracts that are funded by MSG expire in 2010-11 and the report recommends these contracts are "rolled-over" for one year to 2011-12 and re-commissioned for the next three years 2012-15 so the Council can: review existing service specifications; develop a new commissioning model for advice services in the Borough; deliver any savings agreed through the current budget setting process for 2011-12.
- 7.3 The report also proposes that current CMF service agreements are extended for three months to June 2011 because the Council's budget setting process will delay the award of new contracts from 2011-12 and some organisations may experience reduced funding that could affect their viability as result. This would require an initial budget allocation of £130,000 to be made available to fund these organisations for the period April-June 2011. The CMF program is used to match fund organisations to deliver the Community Plan and has a budget of £555,000 in 2010-11.
- 7.4 As part of the 2010-11 budget process Third Sector Strategy was identified to achieve £100,000 savings over two years (2011-13) from the mainstream grants programme. Consequently, MSG and CMF funding from 2011-12 will reduce and the financial commitments proposed in this report to fund organisation for three months April-June 2011 will have to be included in the remaining budget allocation available to groups after June and the following two years.
- 7.5 The Council is under a legal duty to secure best value for the use of public funds. In allocating resources in grants to the Third Sector, grant monies should be allocated to those organisations which can be identified as contributing to the wellbeing of the area. Consequently, in deciding whether to continue the allocation of funding to CMF funded advice groups for three months April-June 2011 and MSG 2011-12, Members should satisfy themselves that these organisations continue to meet the necessary criteria and that the same levels of funding commitment to Third Sector organisations from the CMF program can continue to be supported or need to be revised depending on the 2011-12 Council budget process.

8 CONCURRENT REPORT OF THE ASSISTANT CHIEF EXECUTIVE (LEGAL SERVICES)

- 8.1. The report proposes that the Council extend a number of arrangements for advice services for 12 months and other services, the subject of corporate match funding, for 3 months.
- 8.2. It is understood that the services provided under the various contracts are all within the Council's statutory functions. The report makes reference to the

ways in which the services tend to achieve the Council's Community Plan objectives, which suggests that the contracts are underpinned at least by Council's well being power in section 2 of the Local Government Act 2000. That being the case, it is for the Council to determine the system by which it will manage the submission and award process for grant funding.

- 8.3. Section 3 of the Local Government Act 1999 requires best value 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". Competitive commissioning would normally form part of the discharge by the Council of its best value duty. In this instance, for reasons set out in the report, Cabinet may conclude that extensions for the proposed periods will still be consistent with the delivery of best value. Moving forward a robust commissioning process will provide further evidence of best value.
- 8.4. The proposals contained in the report will be consistent with the Council's procurement duties as the value of the contracts is likely to be below the OJEU limits or the services will be Part B services within the meaning of Public Contract Regulations 2006 and so will not require an EU procurement procedure to be adopted.

9. ONE TOWER HAMLETS CONSIDERATIONS

- 9.1 Third Sector Organisations contribute extensively to achieving One Tower Hamlets aims and objectives. Not only do organisations play a key role in delivering services that address inequality, improve cohesion and increase community leadership, the simple fact of people coming together to improve their environment is a real example of One Tower Hamlets in practice. Our Grant funding programmes are specifically aimed at creating an environment for a thriving third sector.

10. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 10.1 Whilst there are no direct implications which can be identified in the report at this stage, it is clearly evident that the Third Sector play a key role around sustainability issues and our grant funding programmes contribute significantly to this area of work.

11. RISK MANAGEMENT IMPLICATIONS

- 11.1 A number of different risks arise from any funding of external organisations. The key risks being:
- Funding not fully utilised and therefore allocations remain unspent;
 - Funding used for purposes other than those agreed;

- Organisations not able to secure all the necessary funding required to deliver the project as planned; or,
- Organisations failing to deliver the agreed outputs/outcomes.

11.2 Part of the appraisal process evaluates and takes into consideration the above and other related risks in relation to both the organisation and the project.

11.3 Additionally, to ensure that action is taken to minimise risks, funded organisations will need to comply with the requirements of the Council's Service Agreement which, puts an onus on them to effectively manage identified risks.

12. CRIME AND DISORDER REDUCTION IMPLICATIONS

12.1 A number of contracted projects work with individuals who are within or deemed to be 'at risk' of becoming involved in the criminal justice system, or, are involved in petty crime/anti-social behaviour. The projects in question work with clients providing a range of diversionary activities including developing a range of social and employability skills, delivering accredited training or getting individuals into further education.

13. EFFICIENCY STATEMENT

13.1 All projects funded through the MSG and CMF programmes will be selected on the basis that the commissioned work will deliver against the agreed Service Delivery Standards and Priorities. Projects will be monitored to ensure that they are delivering agreed outputs and benefits which contribute measurably to meeting targets including efficiency and value for money.

14. APPENDICES

There are no appendices to this report.

**Local Government Act, 1972 Section 100D (As amended)
List of "Background Papers" used in the preparation of this report**

Brief description of "background papers"	Name and telephone number of holder and address where open to inspection.
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None

N/A

Z

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Agenda Item 8.1

Committee/Meeting: Cabinet	Date:	Classification: Unrestricted	Report No:
Report of: Corporate Director – Stephen Halsey – Communities Localities and Culture		Title: Food Law Enforcement Service Plan 20010/2011	
Originating officer(s) Head of Trading Standards & Environmental Health (Commercial) - Colin Perrins Environmental Health (Commercial) Service Manager – David Tolley		Ward(s) affected All	

Lead Member	Councillor Shahed Ali - Environment
Community Plan Theme	A Healthy Community
Strategic Priority	Reduce differences in people’s health and promote healthy lifestyles

1. **SUMMARY**

- 1.1 This report sets out the Council’s tenth annual plan for effective enforcement of food safety legislation. The aim of the plan is to ensure that food, in the Borough, is produced and sold under hygienic conditions, is without risk to health and is of the quality expected by consumers.
- 1.2 The Food Standards Agency requires local authorities to have in place a Food Law Enforcement Service Plan. The plan will form a significant part of the standard against which local authorities will be audited by the Agency to assess their effectiveness in ensuring food safety.
- 1.3 Accordingly the Cabinet is requested to consider the Food Law Enforcement Service Plan 2010/11 and Food Sampling Policy 2010/11 and make recommendations as appropriate and adopt this plan.

2. **DECISIONS REQUIRED**

Cabinet is recommended to:-

- 2.1 Approve the Tower Hamlets Food Law Enforcement Plan 2010/2011 and Food Sampling Policy attached at Appendix 1 to the report.

3. REASONS FOR THE DECISIONS

- 3.1 Under the powers given to it by the Food Standards Act 1999 The Food Standards Agency (FSA) oversees and monitors how Local Authorities enforce food safety legislation. The FSA require all Local Authorities to produce and approve an annual plan that sets out how it is going to discharge its responsibilities.

4. ALTERNATIVE OPTIONS

- 4.1 If the Council take no action the FSA have the power to remove food safety responsibilities and engage another authority to deliver the service. The likely scenario would be for a neighbouring Local Authority to be seconded to provide this service.
- 4.2 If this did happen the Council would still have to fund the service but would lose Member and management control of the service. This sanction has rarely been used but when it has been exercised the local authorities have been named and shamed and suffered reputational damage

5 THE PLAN

- 5.1 The Tower Hamlets Food Law Enforcement Service Plan is based on the recommended FSA template and is attached to this report (**Appendix 1**). The Plan incorporates the Council's objectives as set out in the Community Plan and the Trading Standards & Environmental Health (Commercial) Service Plan. In particular it impacts on the quality of life in Tower Hamlets and the health of residents and visitors. It helps to ensure that businesses maintain high standards. The standard format of the plan will allow easier comparisons with other authorities.
- 5.2 The Food Law Enforcement Service Plan incorporates the Trading Standards & Environmental Health (Commercial) services' positive commitment in valuing diversity.
- 5.3 The plan is divided between reactive and proactive work. Reactive work includes consumer complaints and requests for advice or information from the business community, residents, employees in the Borough and tourists. Proactive work comprises mainly the achievement of routine inspection targets. Tower Hamlets has 2591 (5% increase from 2009/10) food premises, requiring inspection. The frequency of such inspections is determined by a nationally agreed risk based inspection rating scheme.
- 5.4 Last year the Food Safety team achieved 97.6% of all food hygiene interventions due. The inspection rate for highest risk premises was 100%. This will place the authority in the top quartile of local authorities.

- 5.5 The plan also covers the wider remit of food safety work including complaints and enquiries, sampling, food hazard warnings, outbreak control, health promotion, training and publicity. These tasks remain relatively constant year on year.
- 5.6 During the course of 2010/11 along with all services in the Directorate of Communities, Localities and Culture the Food Safety Service will be subject to review. This will build upon the review that was carried out in September 2009 by Atlantic Solutions which demonstrated a second lowest FTE cost of a bench marking family of Southwark, Westminster, Islington and Hackney.
- 5.7 The plan also highlights some of the major successes during 2009/10. Some notable examples are
- Improving inspection performance
 - Continued production of Food and Drink an in house news letter for food business which advises food businesses how to comply with the law
 - Responding to 861 requests for service
 - Improving enforcement activity – 10 businesses or individuals were prosecuted as a result of either programmed inspections or complaint inspections. This resulted in total fines and costs awarded of £30,455.

6 PERFORMANCE AND ISSUES FOR 2010/11

- 6.1 The main indicator used to assess the Council's performance is National Indicator – NI 184. This indicator measures the proportion of food establishments in the Borough which are broadly compliant with food hygiene law. The performance trend for compliance is steadily improving in the Borough. The performance for the last three years is as follows:-
- 2007/8 57%
 - 2008/9 74%
 - 2009/10 81%
- 6.2 A range of interventions has been developed aimed at increasing and sustaining this compliance rate. There is a constant challenge to performance improvement by the high turnover rate of food businesses in the Borough and the age of the commercial stock.
- 6.3 We are continuing to receive funding of £126k from the Healthier Cities fund and also from the Primary Care Trust Obesity Strategy to continue to promote Food for Health Award. This award encourages caterers/restaurants to sell healthier food so enabling residents, visitors and workers to have healthier food choices within the within the Borough. 38 awards were granted during 2009/10. The target for 2010/11 is to increase this to 100. This funding stream is due to end on March 2011. The workstream will be evaluated during 2010/11. If the evaluation is positive options will be assessed to see if the activity in this programme can either be mainstreamed or alternatively funded (e.g. via the FSA)

- 6.4 A national “Scores on the Doors” scheme has been announced by the FSA. This scheme will allow Local Authorities to publish, using a star rating scheme, an assessment of the hygiene standards of food premises. It is hoped that during 2010-11 the system will go live enabling the public to access this information via the Council’s web site. The Council have applied for a £7k grant from the FSA to fund the IT development needed to implement the scheme. Once the scheme is implemented there are no significant resources or financial implications
- 6.5 The service is in the early stages for preparing for the Olympics. The service is linking with the Joint Local Authorities Regulatory Services (JLARS) who are the Olympic Development Agency (ODA) funded joint service that are dealing with regulatory issues inside the Olympic Park. We are also working with partners to develop the response for Food Safety enforcement in the lead up and during the Olympics. It is anticipated that there will be an increase in legal and illegal activity

7 FINANCIAL IMPLICATIONS

- 7.1 Resources have been prioritised within the Environmental Health (Commercial) budget to meet the plan outlined in this report.

8. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 8.1 As outlined in section 6.3 a review of activities funded via Healthier Cities Grant (which ends at 31/3/2011) will be undertaken during the course of this year, with a view to mainstreaming them within the Environmental Health services existing work programme and budget in future years, or identifying alternative funding sources from outside of the Council.
- 8.2 Section 7 of the report confirms that sufficient resources have been prioritised within the service to ensure that performance levels are maintained at a level as prescribed by the Foods Standards Agency

9. CONCURRENT REPORT OF THE ASSISTANT CHIEF EXECUTIVE (LEGAL SERVICES)

- 9.1 Cabinet is asked to consider and adopt the Food Law Enforcement Plan for 2010/2011. The Food Standards Agency (“FSA”) requires local authorities to produce such a plan. The FSA is responsible for auditing local authorities’ enforcement services as part of its obligations under article 14 of the Official Control of Foodstuffs Directive 89/397 to send to the European Commission annual returns on official food enforcement activities. The adoption of the Food Law Enforcement Plan for 2010/2011 is part of the auditing and reporting process.

- 9.2 The FSA also works closely with local authorities to ensure that adequate measures are in place to ensure safe food for all. In that regard, the Food Law Enforcement Plan is required to set out the minimum standards of performance expected from the authority across the full range of this authority's enforcement activities. The Food Law Enforcement Plan is based on a template recommended by the FSA and looks at both pro-active work (e.g. routine food hygiene inspections) and re-active work (e.g. responses to consumer complaints). In auditing this plan, the FSA will be able to in turn provide a report that outlines areas where the authority can focus its efforts on improvements, while also celebrating good practice within the authority.

10. ONE TOWER HAMLETS CONSIDERATIONS

- 10.1 As a result of targeted training the Food Safety function is approaching a workforce to reflect the community, which has led to a multi lingual capability.
- 10.2 The service has procedures and training programmes that promote and deliver equal treatment to all businesses
- 10.3 All high demand business advice is translated into minority languages
- 10.4 The Food Safety sampling programme has focussed on imported foods that are sold to local communities. This is to ensure imported foods are wholesome and safe.
- 10.5 Food Safety activity is focussed on raising the quality of food businesses in the Borough. Raising the quality of businesses will help customers obtain better value for money and help make businesses more profitable.
- 10.6 As part of the process of constructing the Food Law Enforcement Plan an Equality Impact Assessment was undertaken of the Food Safety activities and the affect that these activities have on stakeholders. The following actions are to be developed from this assessment.
- 10.7 Develop the database functionality to produce a profile of service users, this will inform future initiatives to ensure no unequal impact on target groups.
- 10.8 Develop training opportunities for woman who hold a larger proportion of lower graded positions within the Team,
- 10.9 Consider how to record business ethnicity to inform monitoring of advisory and enforcement action.
- 10.10 A programme of evaluation of the Healthy Eating Award needs to be undertaken to ensure that there has been opportunity for all to take place within the scheme. This evaluation will be carried out with the PCT and Community Dietician.

10.11 Develop a programme of raising the Teams profile targeted at groups where usage and service contact is low.

11. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

11.1 Food businesses are encouraged to reduce food waste and deal efficiently with the waste they do produce.

12. RISK MANAGEMENT IMPLICATIONS

12.1 The Council as a Food Authority is required to carry out statutory functions in relation to food safety. The Food Standards Agency are charged with overseeing the activities of Food Authorities and may carry out audits of the authority to ensure it is meeting the requirements of The Standard for Food Services set out in the Framework Agreement and its statutory functions.

12.2 Should the Council not fulfil its obligations as specified above, the Food Standards Agency may use its powers to take away the functions of the authority and place them with another authority to exercise them on its behalf.

12.3 Further, should the Council not exercise its duties and provide a food safety service there is the potential that both unsafe and unscrupulous activities would go unchecked and unenforced, which may lead to serious food borne illness or disadvantage to the residents, consumers and businesses within the borough.

13. CRIME AND DISORDER REDUCTION IMPLICATIONS

13.1 There are no crime and disorder reduction implications

14. EFFICIENCY STATEMENT

14.1 The completion and implementation of the Environmental Health (Commercial) service review has now addressed the over reliance on agency staff. The appointment of full time staff has led to more efficient use of resources. This has resulted in an increased level of pro-active performance in terms of inspections and audits of businesses.

15. APPENDICES

Appendix 1 – LBTH Food Law Enforcement Plan – 2010/11

**Local Government Act, 1972 Section 100D (As amended)
List of “Background Papers” used in the preparation of this report**

Brief description of “background papers”

Name and telephone number of holder
and address where open to inspection.

No background papers

David Tolley x 6724

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Appendix 1

LONDON BOROUGH OF TOWER HAMLETS

FOOD LAW ENFORCEMENT SERVICE PLAN

2010/2011

CONTENTS

	Executive Summary
1.0	Service Aims and Objectives
2.0	Background
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4.0	Resources
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7.0	Annexes

Executive Summary

This is the Council's mandatory annual plan for the effective enforcement of food safety legislation. This plan fulfils the Council's obligations under the Framework Agreement on Local Authority Food Law Enforcement with the Food Standards Agency (FSA). The objective of this plan is to ensure that a programme of food enforcement activity is carried out, providing public confidence that food is produced without risk and sold under hygienic and safe conditions in Tower Hamlets. This plan is a public document and will be publicised on the Council's website.

The plan sets out the aims and objectives of the Environmental Health Commercial Team and links team priorities to the Council's core themes. The plan also gives an up to date profile of the Borough, a review of our activities in 2009/10 and our programme of work for 2010/11.

The Commercial Team carried out 97.6% of all Food Hygiene inspections due and 44% of all food standards inspections due. Food Standards inspections are seen as a second priority to that of food hygiene.

Food Hygiene examines the businesses processes and procedures in the preparation and service of food. Food Standards examines issues around labelling, composition components of the food and date marking.

Enforcement activity was far greater this year with 17 food premises closed for pest infestations and a total of £30,455 fines and costs being issued by the Courts. The rate of broadly compliant premises was raised from 74.4% to 81%, this enabled us to concentrate our resources on the highest risk premises in the Borough.

There has been a significant increase in illegal imported food into the Borough and we are working with neighbouring Boroughs to identify supply chains and take remedial action. The food product of choice for illegal importation is fish. We work with neighbouring authorities to close down supply chains, the amount of illegally imported food that we are now seizing is reducing.

We also carried out a specific project examining the supply of Halal Food. Guidance was given to businesses regarding supplier checks and food labelling to ensure the consumer was not being misled. We also gave advice via the Newsletter that we publish three times a year on the need for food businesses to ensure their food was traceable as to its origin.

The National Performance Indicator – 184- which measures food establishments in the Borough which are broadly compliant with food hygiene law. We currently have 81% of food premises broadly compliant. The greater gains were made in 2009/10 so the remaining premises are more difficult to deal with and we are creating broader strategies to deal with these premises which will include more re-inspections to check compliance.

The Service also feeds into the National Performance Indicator 182 – Satisfaction of businesses with local authority regulation services, mechanisms were introduced to capture this data.

We have received funding from the Healthy Cities initiative and the Primary Care Trust Obesity Strategy to develop a Healthy Eating Award, which aims to create a culture of healthy food choices for residents/workers in the Borough. A separate Team has been developed to deliver this initiative within the Environmental Health Commercial Team, we have issued 38 Awards, with the aspiration to reach 100 awards by the end of this year.

A national Score on the Doors scheme is likely to be announced by the FSA at the end of the year. This scheme will allow Local Authorities to publish a food premises risk rating in line with national criteria. We will report back with recommendations when the national scheme is announced.

A review by central government (Rogers Review) into priorities for environmental health and trading standards within local government placed food safety/standards and health and safety within the top 5 priorities within the scope of environmental health.

Following on from the Hampton review into local regulation we have reviewed our services to determine if the inspection burden can be lifted on local businesses but ensuring that risks are controlled to ensure public health is not at risk. We have done this where the risk rating indicates that the business is broadly compliant. This has enabled extra focus on the higher risk premises, to reduce the risk of inadequate food safety management.

- 1 **SERVICE AIMS AND OBJECTIVES**
- 1.1 Aims and objectives
- 1.1.1 To promote and regulate food safety, food standards, health and safety in food premises.
- 1.1.2 To provide advice and education to all sectors of the community on food safety matters. Promotion of Healthy Eating Award in conjunction with the Primary Care Trust in the fast food outlets with the aim to reduce obesity in children.
- 1.1.3 To prevent the spread of infectious disease and food poisoning and investigate outbreaks.
- 1.1.4 Health and Safety enforcement and advice, accident investigation.
- 1.1.5 Animal welfare and the control of zoonotic diseases.
- 1.1.6 Business compliance in readiness for the Olympic Games.
- 1.2 Links to Corporate objectives and plans
- 1.2.1 The Food Law Enforcement Service Plan is designed to meet customer needs and our services are provided with reference to the:
- Community Plan
 - Council's Strategic Plan
 - Directorate's Annual Plan
 - Divisional Service Plan
- 1.2.2 The activities of the Environmental Health Commercial Team are linked where possible to these strategies, policies and objectives. These are set out in the Team Plan which details amongst other issues, the Food Enforcement objectives for the year and defines the performance that has been set to meet these targets. The Team is also a statutory function and is linked through to the Food Standards Agency, Health and Safety Executive, Department of Food and Rural Affairs, Animal Health Agency and the Health Protection Agency
- 1.2.3 The Vision Statement of the Council is:
- To improve the quality of life for everyone living and working in Tower Hamlets.*

1.2.4 The Council will realise its overall Vision for the Borough through four core themes, underpinning these themes is the commitment to One Tower Hamlets:

- **A great place to live**
- **A Prosperous Community**
- **A Safe and Supportive Community**
- **A Healthy Community**

1.2.5 The aim of the Environmental Health Commercial Team is to protect residents, visitors and businesses by:

- *The enforcement of consumer legislation by way of inspection, complaint investigation, awards, training and advice and enforcement.*
- *Advising consumers on the resolution of civil disputes with traders.*
- *Promoting and regulating food hygiene/safety and standards of health and safety in the workplace and at public events in the borough*
- *Preventing the spread of infectious disease and food poisoning, including the investigation of outbreaks*
- *Issue and enforcement of approvals (manufacturing premises) covering a range of activities*
- *Developing partnerships with businesses, regeneration initiatives and other organisations in the Borough*
- *Involving ourselves in national strategies i.e. Obesity Strategy, fast food outlets around schools.*
- *Promotion of business awards for smoke free and healthy eating in conjunction with the primary Care Trust*
- *Animal welfare and the control of zoonotic infections*

1.2.6 The Food Law Enforcement Plan links in with the detailed activities that have been developed as part of the Team plan and individual Officers Performance, Development and Review Plans.

2.0 **BACKGROUND**

2.1 Profile of Tower Hamlets

2.1.2 Tower Hamlets has a wide range of commercial food businesses located across different parts of the borough. Some of the key businesses include:

- Major supermarkets (Tesco, Asda, Sainsbury, Lidl, Marks and Spencer & Waitrose)
- Office developments occupied by blue chip companies, newspaper publishers, with large scale catering
- Several major hotels, including Britannia, Four Seasons, Thistle Tower, Holiday Inn, Hilton, Radisson and Marriott
- There is a diverse range of restaurants and cafes in the borough, including Italian, French, Greek, Turkish, Somali, Spanish, Chinese, Japanese, Thai and those from the Indian sub-continent (India, Bangladesh, and Pakistan).
- 94 schools
- Billingsgate – London’s major Wholesale Fish Market
- World famous street markets at Petticoat Lane, Whitechapel, Brick Lane and Roman Road.
- London Guildhall University, Queen Mary University of London and The Royal London Hospital Medical Schools
- The Royal London, St Andrews, Mile End, London Chest and London Independent Hospitals
- 2 poultry slaughterhouse
- 3 City Farms
- numerous night clubs & other venues
- Many community events such as concerts in Victoria Park and festivals in Brick Lane.

2.2 Organisational Structure

2.2.1 The Team is located within the Trading Standards and Environmental Health (Commercial) Division. This division is part of the Environmental Control Group, which includes Environmental Health Protection, Markets Services and Parking Control. Environmental Control is part of the Directorate of Communities Localities and Culture. The Council’s administrative committee structure is set out in Annexe B and structure showing where the service sits in the overall council organisation is in Annexe C.

2.2.2 Food Safety falls within the portfolio of the Lead Member for Environment who reports food safety matters to Cabinet.

2.3 Scope of the Food Service

2.3.1 The Environmental Health Commercial Team is responsible for the following functions in all commercial premises.

- food hygiene
- food standards
- health and safety
- infectious disease control
- public health activities

2.3.2 Nuisance and Pollution control issues related to commercial premises are dealt with by the Environmental Protection service. The Trading Standards Team deals with animal feeding-stuffs and fraudulent activities covered by the Food Safety Act.

2.3.3 A proactive and reactive service in relation to food hygiene and food standards is provided primarily through the programmed inspection of food businesses and by responding to service requests including comments on planning and licensing applications. We are a responsible authority under the Licensing Act. An electronic response system has been created to reduce the time in responding.

2.4 Demands on the Food Service

2.4.1 Premises Profile

2.4.2 The tables below show the number of food businesses in each risk category classified by type of activity and risk rating. Some premises, where the risk is negligible are discounted from the inspection programme.

Table 1

The number of food businesses and their inspection rating for food hygiene (10/5/10)

Usage	A Band	B Band	C Band	D Band	E Band	Outside	Unrated	Total
Producers			2					2
Slaughterhouse						2		2
Manufacturers	2	7	18	6	4	2	5	44
Packers			1					1
Importers EC						2		2
Importers 3rd						7	1	8
Transporters		3	53	22	7	1	2	88
Retailers		3	22	17	71	5		118
Restaurants	1	5	24	5	4	2	1	42
Articles in contact with food						4		4
Mfr selling by retail		5	19	7	2		2	35
Supermarket			16	8	3		3	30
Small Retailer	2	6	265	160	100	1	21	555

Café/Canteen	5	98	614	45	28		43	833
Pub/Club		8	104	76	43		8	239
Takeaway	4	56	178	14	8		51	311
Caring premises			3	11	57		24	95
School/College		45	91	9	7			152
Mobile food unit			2	1				3
Others		2	9				5	16
Hotel/Guest House			7	4				11
Total	14	238	1428	385	334	26	166	2591

Total 2591 premises

The frequency of inspection is:

Category A, every 6 months; B, every 12 months; C, every 18 months, D, every 2 Yrs; and E, every 3 Yrs. The Category of Unrated premises is determined on the first visit and can be A-E. Category E premises may be dealt with using an alternative enforcement strategy.

Table 2

The number of food businesses and their inspection rating for food standards (10/5/10)

Usage	A Band	B Band	C Band	Outside	Unrated	Total
Producers		2				2
Slaughterhouse		1	1			2
Manufacturers	6	20	7		12	45
Packers	1					1
Importers EC				2		2

Importers 3rd		4	2		3	9
Transporters	3	68	11	1	5	88
Retailers		20	72	20	6	118
Restaurants		19	16	2	5	42
Articles in contact with food			2	2		4
Mfr selling by retail		19	12		4	35
Supermarket		8	17		5	30
Small Retailer	2	221	277	2	54	556
Café/Canteen	2	368	380	1	81	832
Pub/Club		55	165		19	239
Takeaway	1	147	71		92	311
Caring premises		1	13		81	95
School/College		27	120	4	1	152
Mobile food unit			3			3
Others		7	3		6	16
Hotel/Guest House		3	7		1	11
Total	15	990	1179	34	375	2593

Total premises 2593

The frequency of inspection is:

A, every 12 months; B, every 2 years; C, every 5 years. Category C premises may be dealt with using an alternative enforcement strategy.

2.4.3 As at April 2010 the following establishments were approved by the Council to produce and manufacturer food for the domestic market: -

- 5 fishery manufacturer products establishments
- 49 wholesale fishery products and live shellfish

- 1 Fish wholesale/retail market
- 4 dairy producers
- 2 meat products establishments
- 1 sandwich manufacturer
- 1 general food manufacturer

2.4.4 Tower Hamlets' food businesses are primarily caterers and retailers.

2.4.5 There has been a rise in the proportion of imported foods (from non EC Countries) entering the borough, either directly imported by businesses or by third parties located elsewhere. Some of these foods can be illegal (i.e. banned from importation) or do not comply with compositional or labelling requirements. This area of work is continually increasing due to cheap imports and consumer demand. However, this food gives rise to a risk to human health and we offer advice to importers.

2.4.6 With continual development and regeneration taking place in the borough, there is an increase in the number of food businesses. We are already working in partnership with our neighbouring Boroughs through the Joint Local Authority Regulatory Services in preparation for the Olympic Games.

2.4.7 When carrying out a food hygiene or food standards inspection, officers may also carry out a health & safety inspection where the council is the enforcing authority for the relevant legislation. For 2010/11 these inspections will be on a project basis. The projects will look at machine guarding, gas safety and falls through cellar hatches, these are continuing themes through the years.

2.4.8 One third of the population is of Bangladeshi origin and over half the population are from ethnic minorities. The make up of food businesses reflects this profile, although demand for translation and materials in other languages is not high. Ethnic minority food business proprietors generally prefer written information to be provided in English. A translation and interpreting service is available if required and a number of our staff are multi lingual.

2.4.9 Reception and Information Service

2.4.10 The reception and information point for the Trading Standards and Environmental Health (Commercial) Department is located at:

Anchorage House
Clove Crescent
London E14

- 2.4.11 We operate an out-of-hours emergency call-out service, which operates from 5pm to 8am on a weekday and 24hrs at weekends and Bank Holidays. This service operates only for food poisoning outbreaks or major food safety incidents and other non-food safety related emergencies.
- 2.4.12 Tower Hamlets also has a website at www.towerhamlets.gov.uk and the Environmental Health Commercial Team have an E-mail address, namely: foodsafety@towerhamlets.gov.uk and healthandsafety@towerhamlets.gov.uk This address is also used for the national electronic communication system for Environmental Health Departments, known as EHCNet.
- 2.5 Enforcement Policy
- 2.5.1 The current enforcement policy is documented and outlines all enforcement action carried out by officers. It seeks to ensure that formal enforcement is focused where there is a real risk to public health and that officers carry out action in a fair, practical and consistent manner.
- 2.5.2 A generic Enforcement Policy for all of the Council's enforcement and regulatory services is currently being developed under the stewardship of the Council's Legal Services department. This policy will be agreed and approved by Members and will supersede the current service enforcement policy
- 3.0 **Service Delivery**
- 3.1 Inspection Programmes
- 3.1.1 The performance indicator 184 – Food establishments in the area that are broadly compliant with food hygiene law is a measured used internally and by the Food Standards Agency. This indicator covers all the food premises in the Borough, not just those that are due for inspection this year. A risk score of 10 points or below in the compliance of premises structure and hygiene laws and the confidence in management determine if the premise is broadly compliant.
- 3.1.2 The Food Standard Agency code of practice that compliments the NI 184 permits shorter inspections to be undertaken on those businesses that are deemed broadly compliant in the lower risk categories of C and D for food hygiene and questionnaires for those in category E
- 3.1.3 We use a hazard spotting approach for those premises that are deemed to be broadly compliant. This reduces the burden on business and concentrates our resources on the non compliant businesses. However, a full inspection will be carried out if these compliant businesses are not in control of the risks or a public health risk is identified.

- 3.1.4 A significant number of businesses will continually move between broadly compliant and not broadly compliant. A significant number of re-inspections will be undertaken to ensure that we keep the upward trend towards broadly compliant.
- 3.1.5 We have determined that we have 81% of all food premises currently broadly compliant.
- 3.1.6 The Food Safety Officers carry out programmed food hygiene/standards inspections at frequencies determined by the Food Standards Agency. A programmed food safety inspection will therefore cover food hygiene and food standards, where this falls due (although some premises will fall due for food standards inspection only) and we will also deal with issues relating to enforcement and advice under health and safety law, either in very broad terms or as part of a focused health & safety project. The inspection programme is dictated by the food hygiene inspection rating allocated to a business because this generally leads to more frequent inspections. This therefore builds in efficiency into the inspection programme by only inspecting for food standards in the year that food hygiene is due. However, Category A – high risk food standards inspection due dates are checked to ensure that these are inspected in the current year. Some premises such as importers who do not actually handle or store food are subject only to food standards inspections.
- 3.1.7 Category E food hygiene and Category C food standards inspections will be addressed by using alternative enforcement strategies, such as a self audit questionnaire. These questionnaires will be sent to all Category E and C rated premises. Verification follow up will be carried out on 5% of these premises.
- 3.1.8 For 2010/11 the number of food hygiene inspections due is shown in Table 3 and the number of food standards inspections due is shown in Table 4:

Table 3

The number of food hygiene inspections due to be carried out in 2010/11.

Inspection Rating	Number of food hygiene inspections due
A	13 x 2 = 26
B Broadly compliant	78
B not Broadly compliant	139
C Broadly compliant	813
C not Broadly compliant	98
D Broadly compliant	192
D not broadly compliant	5
E (verification)	6
Unrated	161
Total Inspections	435
Total Surveillance visits	1083
Total Interventions	1518

Table 4

The number of food standards inspections due in 2010/11 and the inspection targets.

Inspection Rating	Number of food standards inspections due
A	15
B	587
C (verification)	8
Unrated	291
Total	901

- 3.1.9 Most food standards inspections will be carried out at the same time as a food hygiene inspection. It is the teams' target to achieve 100% of all A-C hygiene inspections and A standards inspections due.
- 3.1.10 Where possible new premises identified will be added to the work programme to be inspected during the year. These 'unrated' businesses will count against the NI 184, hence resources will be allocated to carry out inspections on the unrated businesses.
- 3.1.11 Food hygiene and food standards inspection procedures detail the steps to be followed by officers. They take account of relevant Codes of Practice, LACORS and FSA guidance and relevant Industry Guides.
- 3.1.12 Hygiene re-inspections will be carried out where enforcement notices have been issued, there is a significant public health risk or the premises in not broadly compliant.
- 3.1.13 Food Standards re-inspections are of a lower priority and not required as often as for food hygiene.
- 3.1.14 The resource estimated for programmed inspections, including alternative enforcement strategies for lower risk premises is **3.2 Full Time Equivalent (FTE)**. Re inspections allocation to be **1.7 FTE**. **Annex A** gives details of the assessment of resources for all functions within the plan.
- 3.1.15 Additional priorities have been identified for action including: -
- Inspections will be carried out at major festivals.
 - Routine attendance at Billingsgate Market.
 - All premises subject to approval will require additional attention and inspection time due to the risk they present.
 - Food Standards will be combined with Food Hygiene inspections.
 - Illegal importation of food will be targeted as priority
 - Health & Safety inspections will be on a themed basis.
 - Closure and follow-up enforcement action, including prosecution of businesses as appropriate.
 - We will specifically target A risk premises and Higher B's with advice and enforcement
 - We will use alternative enforcement strategies in low risk premises.
- 3.2 Food Complaints/Requests for Service
- 3.2.1 The Environmental Health Commercial Team will record, assess, prioritise and deal appropriately with all requests for service. Requests for service will be classed as higher risk issues or lower risk issues. The target response time for service requests are:

- *To give a 1st response to 99% of service requests within 3 working days*
- *To respond to 100% of higher risk issue service requests within 24 hours.*
- *To register all new operating premises within 28 days of receipt of application form.*

3.2.2 The number of service requests for 2009/10 was 861.

3.2.3 The resource estimated for dealing with service requests is **2 FTE**.

3.3 Home Authority Principle

3.3.1 The Council formally adopted the Local Authority Co-ordinating Body on Regulatory Services (LACORS) Home Authority Principle at the Planning and Environmental Services Committee meeting of 13th June 1995. A Home Authority is the local authority where the decision making base of an enterprise is situated. The local authority provides advice to the enterprise and deals with enquiries from other councils in relation to the business. An Originating Authority premises is one where the food is manufactured, stored or first imported to, but to which the definition of Home Authority does not apply. The new concept of Priority Authority Partnerships that has recently been introduced by the Government may affect work plans for companies where the company trades across two or more Local Authority areas. This will enable one Authority to be a Primary Authority that will guide the business on compliance issues.

3.3.2 Approximately 200 businesses have been identified as probable Home or Originating Authority premises. Enquiries for advice from local businesses or other enforcement authorities will be treated as requests for service and will be prioritised accordingly.

3.3.3 The resource estimated for this area of work is **0.25 FTE**.

3.4 Advice to business

3.4.1 Advice is freely available to food businesses and is provided during visits and upon request. Business information packs have been produced for people considering setting up a food business and are sent to relevant applicants for planning permission. A variety of information leaflets, in community languages, are also available.

3.4.2 A business newsletter (Food and Drink) was established in 2003/4, published 3 times a year. This has been well received and will continue in 2010/11.

3.4.3 The resource required for this work is estimated to be **0.5 FTE**.

3.5 Food Inspection and Sampling

3.5.1 Food is inspected in accordance with UK and EU legislation. A documented sampling programme is produced each financial year covering planned microbiological and chemical sampling. Our sampling policy is at Annex F

3.5.2 The programme includes participation in co-ordinated projects organised by the Food Standards Agency, Health Protection Agency (HPA), Local Authority Coordinating Body on Regulatory Services (LACORS), EU, London Food Co-ordinating Group and North East London Food Liaison Group. Planned local projects and Home Authority sampling are also included.

3.5.3 The target for 2010/11 is approximately 118 samples to be taken by the end of the financial year. The budget for sampling is £12,000.

3.5.4 The total number of samples taken for 2009/10 was 129 of which 17 failed and follow up action was required.

3.5.5 The Laboratories to which samples are sent are subject to the appropriate accreditation. Analysis is undertaken by the Council's nominated Public Analysts:-

Duncan Arthur
Jeremy Wooten
Eurofins Scientific Laboratories, 445 New Cross Road, London, SE14

Microbiological examination is undertaken by:-

Susan Surman (Food Examiner)

Health Protection Agency, Food, Water & Environmental Microbiology Unit (London), Food Safety Microbiology Laboratory, Central Public Health Laboratory, 61, Colindale Avenue, London, NW9 5HT.

On occasions, samples for microbiological examination will be sent to Eurofins Scientific Laboratories.

3.5.6 The resource required for food sampling is estimated to be **0.4FTE**

3.6 Outbreak Control and Infectious Disease Control

3.6.1 We will investigate all suspected and confirmed outbreaks of food poisoning and the Outbreak Control Plan will be implemented in the case of a major outbreak (i.e. 4 or more cases).

- 3.6.2 Individual allegations of food poisoning caused from consumption of food within the borough, but which are not supported by medical evidence will be treated as service requests. The level of resource is estimated at **0.3 FTE**
- 3.7 Food Safety Incidents
- 3.7.1 We deal with Food Alerts in accordance with the Code of Practice and guidance issued by the Food Standards Agency. Alerts requiring action by the department will take priority over all other work. The out-of-hours emergency service will notify the duty officer in the event that the Food Standards Agency notifies them of a major incident of food contamination which occurs outside normal office hours.
- 3.7.2 There is a policy document and procedure note on dealing with Food Hazard Warnings.
- 3.7.3 Resources for this work are dependent on the demand. In 2009/10 there were 34 Food Hazard Warnings and 41 Allergy Alerts issued by the Food Standards Agency. Resources are therefore estimated at **0.17 FTE**. (Included in Service Requests above)
- 3.8 Liaison with Other Organisations
- 3.8.1 Liaison arrangements are in place to ensure that enforcement action in Tower Hamlets is consistent with neighbouring authorities and in particular: -
- Tower Hamlets is a member of the North East London Food Liaison Group which meets every eight weeks.
 - A PEHO attends regular sub-group meetings to discuss and arrange co-ordinated sampling activities.
 - Tower Hamlets is a key member of a further sub-group on approved premises.
 - Planned liaison meetings take place between the Health Protection Agency.
 - We are an active member of the Olympic Boroughs network for Environmental Health
- 3.8.2 The resource required for these activities is estimated at **0.2 FTE**.
- 3.9 Food Safety Promotion
- 3.9.1 The Food Safety Officers will, subject to available resources, carry out food safety promotional work through participation in certain national campaigns and local projects, more specifically:
- It is intended to examine opportunities to participate in appropriate schemes, deliver talks, and provide displays for suitable groups or at events or locations throughout the year.

- National Obesity Strategy working with the PCT.
- Seeking small grants from the Food Standards Agency to carry out bespoke projects

3.9.2 The resource required for these activities is estimated at **0.6 FTE**.

3.10 Administration

3.10.1 The Service's central Admin team provides administration support.

3.11 Management

3.11.1 The Environmental Health Commercial Services Manager provides management, with support from the 3 PEHO's who also have fieldwork duties. Management accounts for approximately **1.25 FTE**.

4.0 Resources

4.1 Financial Allocation

4.1.1 The Food Safety financial allocation is part of the Environmental Health (Commercial) cost centre.

4.1.2 Training costs are included in the Employee related expenses. We are currently supporting a Trainee Environmental Health Officer to enable us to deal with recruitment difficulties by 'growing our own' staff.

4.1.3 Provision of other central, directorate support services which includes legal services is added at the end of the financial year to service costs. This recharge is on a divisional basis and not broken down into individual teams.

4.2 Staffing Allocation

4.2.1 The staffing for food safety work, is as follows:

0.5 x Environmental Health Commercial Service Manager
 3 x Principal Environmental Health Officer (PEHO)
 3 x Senior Environmental Health Officer (SEHO)
 4 x Environmental Health Officer (EHO)
 2 x Food Safety Officer (FSO)
 (Total Technical Staff for work identified in plan = **12.5 FTE**)

4.2.3 Additional resources located outside of the Environmental Health Commercial Team are as follows:

TSO/CSO –Animal Feeding-stuffs – resources allocated as required

Environmental Health Commercial & Trading Standards Teams share administration Resources:

Food Safety allocation is approximately:

1 x Administration Team Leader (0.3 FTE)

1 x Senior Administration Officer (0.3 FTE)

4 x Administration Officers (1.2 FTE)

(Total Admin staff = **1.8 FTE**)

4.2.4 Healthy Eating Award: 1 x Project Manager, 1.25 x Technical Staff

4.2.5 Authorisation and competencies

Environmental Health Commercial Services Manager/PEHOs/EHOs:

- Fully qualified to Diploma/Degree level
- Authorised to inspect all categories (with the exception of any officers who have not been qualified for 6 months or have insufficient experience)
- Take all levels of enforcement action (with the exception of any officers who have not been qualified for 2 years)

4.3 Staff Development Plan

4.3.1 The Council uses its Performance Development and Review Scheme to:

- Set individual aims and objectives for staff.
- Monitor and appraise performance.
- Assess the development needs of all staff.

At the start of the performance year all staff will have their own Personal Plan, which will comprise of their main objectives with targets and their own development plan.

4.3.2 Individual and Team training plans reflect the following

- Common training issues for the service
- Training issues linked to Corporate and Directorate priorities
- Training linked to new legislation, professional developments
- Training relating to organisational matters (IT, systems and procedures)

4.3.3 Training for the financial year 2010/11 is prioritised as follows:-

Food Issues

Imported Food – increase in illegally imported food being brought into the Borough, a need to ensure staff is aware of current legislation

Hazard Analysis Critical Control Point Auditing - as a response to the recent Pennington Enquiry into E.coli 0157

Update Seminars – providing technical information on food safety topics

Labelling Update – a training need identified through the Team Away Day

General Issues

Equalities – to ensure equal Treatment and access by all service users

Investigation techniques – general training for successful investigations, due to the increase in enforcement

Interviewing under caution – aimed at newly qualified staff to enable they feel confident in undertaking such legal processes

4.4 Allocation of Resources

4.4.1 **Table 5** in **Annex A** sets out the total resources available (i.e. **14.75 FTE** officers) and how the resources identified to complete the plan in 2009/10 were allocated. The table also sets out the resources required to fulfil the plan for 2010/11.

4.4.2 Section **6.0** of this Plan sets out the achievements of the team in 2009/10

4.4.3 The areas of work which were not completed were:

- Primary Authority Partnerships – no formal agreements were established. There was no demand from businesses to sign up to a formal agreement. However we have continued to provide informal agreements and advice to businesses.
- Programmed inspections were 97.6% of those planned for hygiene and 44% for standards. Excluding the E and C surveys. The Team concentrated on the higher risk premises to ensure food safety, therefore 4% businesses where hygiene was due was not carried out this year, These inspections will be carried forward into 2010/11. The Standards inspections were lead

by the due date of the hygiene inspections. In some cases Standards inspections fall due when hygiene is not due hence they are carried forward to the next inspection date.

5.0 Quality Assessment

5.1 The measures to be taken by the Environmental Health Commercial management to assess quality and promote consistency include: -

- Desktop reviews of proactive and reactive case paperwork and files will be undertaken by a PEHO.
- New or Agency staff will be inducted into the departments procedures and shadowed on inspections to ensure competency and consistency.
- All staff will have a 6 weekly 1 to 1 with their immediate supervisor to discuss casework.
- Accompanied inspections will be carried out with each member of staff.
- Documented procedures
- Bi -monthly documented team meeting
- Occasional training sessions and other exercises which are organised to aid consistency, staff appraisals and 6 month reviews.
- Monthly monitoring reports will be produced using the FLARE software system.

6.0 Review

6.1 Review against the Service Plan

6.1.1 The Environmental Health Commercial Service Manager presents reports to the Service Management Team on performance of the food safety inspections against performance targets detailed in the Service Plan.

6.1.2 At the end of the financial year, a performance review is carried out by the Environmental Health Commercial Service Manager with input from team members, which will include information on the past year's performance and progress on any specified performance targets, service improvements and targeted outcomes. It will also identify service priorities for the coming year. The review of 2009/10 is set out in 6.4 below.

6.2 Identification of any variance from the Service Plan.

6.2.1 Any variance in meeting the Food Law Enforcement Service Plan is identified in the review in 6.4 together with any reasons for the variance. Where necessary any variance will be addressed in this years plan.

6.3 Areas of Improvement

6.3.1 Where a service improvement or a service development is identified as part of the review process or through quality assessments, it will be incorporated into this years plan. Key areas for improvement identified from the review are detailed in paragraph 6.17.

6.4 Inspection Programmes

6.4.1 97.6% of all food hygiene premises that were due for inspection had a food hygiene intervention. For the higher risk premises this was 100%. All overdue premises have been carried forward to the 2010/11 programme.

6.4.2 We carried out 500 re-inspections, this is a slight increase from the previous year, as the new National Performance Indicator led us to maintain broad compliance, hence further interventions to attain this level. This equates to 1 in 3 premises receiving a re-inspection.

6.4.3 44% of the food standards programme was carried out, food standards inspections that fall due along side food hygiene inspections. The remaining 66% were not carried as hygiene inspections were not due or the premises had been assessed as low risk.

6.5 Enforcement

6.5.1 10 (12 in the previous year) businesses or individuals were prosecuted as a result of either programmed inspections or complaint inspections. This resulted in total fines and costs awarded of £30,455. (£16,390 in the previous year) 3 (15 in the previous year) Simple Cautions were issued which negated the need for Court proceedings but the business recognised its failings.

6.5.2 98 (111 in the previous year) formal improvement notices were issued and 2194 (2184 in the previous year) warning letters or hand written warnings were given to businesses throughout the year.

6.5.3 9 (7 in the previous year) premises were closed by Emergency Prohibition Notices and 8 (6 in the previous year) voluntary closed, mainly for uncontrolled pest infestation, this was an increase on the previous year. This is a result of concentrating resources on the higher risk premises.

6.6 Additional Priorities

- 6.6.1 Regular early morning inspections were carried out at Billingsgate Market. Programmed inspections were carried out as well as general supervision of the market. The Corporation of London were also issued with their approval to run the Market. All Traders have now received their approval to trade at the market.
- 6.7 Food Complaints/Requests for Service
- 6.7.1 A total of 861 service requests were received. The level of service in response to Service Requests was in line with service priorities.
- 6.7.2 The main types of complaints received were: 79 complaints alleged food poisoning due to eating out in Tower Hamlets (down by 25%). 34 complaints were about dirty premises (up by 30%), 79 about unhygienic practices (down by 6%), 59 about pest infestations (down by 33%) and 86 complaints were received about food standards issues, such as food labelling (Use by dates).
- 6.8 Home Authority Principle
- 6.8.1 No formal Home Authority Partnerships were established during the year. Minimal work was done on developing Home Authority relationships with businesses, due to the demands of other areas of work. However a number of the contacts from outside bodies were Home Authority enquiries from other authorities. Each of these was dealt with as appropriate and in line with the Home Authority Principle.
- 6.9 Advice to Business
- 6.9.1 Business packs for new businesses continued to be issued, along with a booklet giving advice on carrying out a hazard analysis.
- 6.9.2 The business newsletter "Food and Drink" was published 3 times during the year and sent to all businesses.
- 6.10 Food Inspection & Sampling
- 6.10.1 129 Food samples were taken, from a planned estimate of 200 samples, of which there were 17 failures. These were subsequently followed up. The reduction in samples taken was due to an increase in cost of the analytical techniques.
- 6.10.2 A full Sampling Plan has been produced for 2010/11 and it is proposed to ensure that every effort is made to fulfil it, as food sampling is seen as an important part of the work for food safety. The Sampling Policy is detailed in Annex D and is a required to be approved as part of the Food Law Plan.

6.11 Outbreak Control & Infectious Disease Control

6.11.1 Some 79 service requests alleged food poisoning originating from food consumed in the borough but no firm links were established. There is still a number of Typhoid and Paratyphoid infections that are reported via the Health Protection Unit, considerable contact tracing is undertaken to avoid outbreaks.

6.12 Food Alerts

6.12.1 75 Food Alerts were received from the Food Standards Agency, most of these did not require any action, however a number did result in the issue of Press Releases to notify the public and some required a large number of businesses to be notified in writing.

6.12.2 Food Alerts attract a high priority and immediate response. Significant resources were spent on responding to these Alerts, which could otherwise have been spent on other significant activities.

6.13 Liaison with Other Organisations

6.13.1 The food safety unit fulfilled all of its liaison activities in the 2009/10 Plan.

6.14 Food Safety Promotion

6.14.1 Local campaigns took place within the Newsletter to highlight issues of concern to Food Business Operators e.g. cleaning, cross contamination of vacuum packing machines.

6.14.2 We conducted promotional activities on listeria control for elderly people.

6.15 Staffing

6.15.1 The team has become fully staffed during the year.

6.16 Training

6.16.1 The food safety officers undertook a wide range of training activities during the year, these included:

- Imported Foods

- HPA Food Update Training Day
- Flare User Group Annual Seminar
- Food Standards Regional Sampling Meeting
- London Food Study Group
- HACCP auditing

6.16.2 Quality Assessment

6.16.3 Documented team meetings took place.

6.16.4 Monthly monitoring reports are now produced on a regular basis

6.17 Key areas for Improvement/Development

6.17.1 Development of newly qualified staff

6.17.2 We are working with the private markets to control the hazards produced by stall holders.

6.17.3 Procedures are systematically reviewed and completed and kept up to date.

6.17.4 Quality monitoring is continuing.

6.17.5 Development of alternative enforcement strategies for low risk premises.

6.17.6 Training of food businesses under the host Olympic Boroughs grant monies for food management control systems

6.17.7 To review the FSA guidance to Local Authorities on the Scores on the Doors scheme when it is released at the end of this year.

6.17.8 To review our data capture systems to reflect the national performance indicators and data required by the FSA

6.17.9 Development of hand held computer IT systems

6.17.10 To recognise the Primary Authority Partnership scheme from the Better Regulation Executive

7.0

Annexes

Annex A: Assessment of resources

Annex B: Current Council Administrative Structure

Annex C: Current Council Corporate Structure

Annex D: Food Sampling Policy 2009/2010

Annex A**Assessment of Resources**

Resources for 2009/2010

Table 5

Estimation of Full Time Equivalent (FTE)

1 year	365 days
Annual Leave	31 days
Training / team meetings	24 days
Bank Holidays/Statutory leave	12 days
Sick leave/dependency/Special leave etc	5 days
Weekends	104 days
Downtime – reading, research etc.	18 days
Officer Administration	10 days
Number of working days	161 days
1 FTE	161 days (1127 hours)

Programmed Inspections

High risk premises (Cat A,B and not broadly compliant premises) = 435 inspections due (Table 3 as Total Inspections), at 3 ½ hours per inspection (this is in line with the average London authority – LFGG bench marking exercise carried out in September 1999), therefore 1522 hours to inspect 100%.

Broadly compliant premises = 1083 inspections (Table 3 as Surveillance Inspections) due at 1.5 hours per inspection, therefore 1624 hours to inspect 100%.

Total for inspections/surveillance therefore = 3137 hours (449 days)

Low risk (E hygiene and C standards) premises are likely to be subject to alternative enforcement strategies:

Allow 10 hrs for management of scheme. Allow 0.25 hrs per premises (366) for implementation of scheme = 91.5 hours

Allow 5% will require inspection, i.e. 19 premises at 1.5 hrs each = 20.5 hrs

Total for Alternative Enforcement Strategies = 112 hrs (16 days)

Food Standards Inspections A rated: 15 premises due for food standards only @ 2 ½ hrs each = 37.5 hrs (5.5 days) Efficiency is gained as medium to low risk food standard inspections are undertaken in the year that the food hygiene is due.

Approval inspection an processes of HACCP 20 premises @ 14 hours = 280 hrs (40 days)

Resource required to achieve 100% inspection rate = **3.2 FTE**.

Re inspections following programmed inspections

All Category A premises will require a revisit as will premises that fall out of the broadly compliant range.

A = 13 @ 3.5hrs = 45.5 hrs (6.5 days)

Premises falling out of broadly compliant category 500@ 3.5 hours = 1750 hours (250 days)

Resource required for re inspections = 256 days = **1.6 FTE**

Food standards inspections revisits 50 @ 2hrs = 100 hrs (14days)

Resources required for food standard revisits = **0.1FTE**

Service requests

It is expected that some 900 food safety related service requests will be received during the year. It is estimated that each will take an average of 1.5 hrs, therefore 1350 hrs will be required to deal with these.

Total for Service Requests 1350 hours (193 days)

In addition:

100 Planning Applications @ 1 hr each = 100 hrs

Total time for Planning Applications = 100 hrs (14 days)

80 Premises Licence Applications @ 1 hr each = 80 hrs

Total time for Premises Licence Applications = 80 hrs (11 days)

75 food alerts @ 1 hr each = 75 hrs

10% approx will require extensive investigations etc.8 @ approx. 14 hrs each = 112 hrs

Total time for Food Alerts = 187 hrs (27 days)

Approximately 150 new premises to open during year @ 3 ½ hrs each = 525 hrs

Total time for New Premises = 525 hrs (75 days)

Total for Service Requests = 320 days = **2 FTE**

Home Authority Premises

There are approximately 200 premises considered to be either Home or Originating Authority. Most of these will simply be dealt with during routine inspections. However it is estimated that approximately 15 premises will require greater attention.

15 premises @ 7 hrs each = 105 hrs

185 premises @ 1 hr each = 185 hrs

Total time for Home Authority = 290 hrs (41.4 days) = **0.25 FTE**

Advice to Businesses

As well as ongoing advice throughout the year on an ad-hoc basis, a Business Newsletter Produced. Business seminars will be run for the non broadly compliant premises

Newsletter – 3 @ 35 hrs = 245 hrs

Ad-hoc support & advice = 250 hrs

Business seminars = 35 hrs

Total for Business Advice & Support = 530 hrs (76 days) = **0.5 FTE**

Food Sampling

Sampling will be based on the Sampling Plan - which consists of a number of projects co-ordinated, by either: EU, LACORS/HPA or the NE Sector Liaison Group, plus a number of local projects and home authority sampling.

118 samples @ average of 3.5 hrs per sample = 413 hours

Follow up to adverse results 13% = 16 @ 4 hours per sample = 64 hours

Total for Sampling = 477 hrs (68 days) = **0.4 FTE**

Outbreak Control

The resource required to deal with an outbreak will depend on the size and complexity of the incident. Estimated **0.3 FTE**.

Liaison

Attendance at Sector Group meetings, study groups etc and follow-up work = 25 days

Planned liaison meetings with trading standards, legal services etc = 10 days

Total resource required is = **0.2 FTE**

Food Safety Promotion

A number of initiatives are planned, as follows:

- Food Safety Week @ 140 hrs (20 days)
- Miscellaneous press releases and events @ 35 hrs (5 days)

Total time for Health Promotion = 175 hrs (25 days) = **0.6 FTE**

Other Activities

Inspections will be carried out at major festivals and outside events such as the Brick Lane Festival and events in Victoria Park.

Total for festivals 200hrs (28 days)

Billingsgate Market:

Allow 4 hrs per week for Proactive visits, including dealing with service requests.

Allow 125 hours for auditing approval standards

Total for Billingsgate Market = 333 hrs (47 days)

Imported Food Projects/Surveillance allow 300 hrs

Total for Imported Food Control = 300 hrs (43 days)

Approved Premises:

Allow 70 hrs for processing additional premises identified during year

Total for approved = 70 hrs (10 days)

Food Standards Projects:

Allow 140 hrs for Food Standards Projects

Total for Food Standards Projects = 140 hrs (20 days)

Approximately 12 closures @ up to 50 hrs each (inc of legal action) = 600 hrs

Total time for Closures = 600hrs (86 days)

Total for other activities = 234 days= **1.5 FTE**

Healthy Eating Funding

The Tower Hamlets PCT has grant funded the Food Service to the sum of £126,000 to deliver a Healthy Food Choices Award with the aim to reduce obesity within the Borough. This funding has enabled us to employ 2.5 FTE to work on this project.

Technical Support

The Food Safety Officers are responsible for supporting officers in their activities and for maintaining back-up systems and equipment and other resources. Along with their own inspection targets **0.5FTE**

Admin Support

The existing admin support of 5 staff is shared between 3 teams and the FTE for food safety is 1.8, A substantial part of the Admin teams work is for food safety. Various administrative functions such as inputting data onto the FLARE system, preparing correspondence etc. will be carried out by technical staff at the expense of fieldwork due to the increased demands on the Admin team.

Management

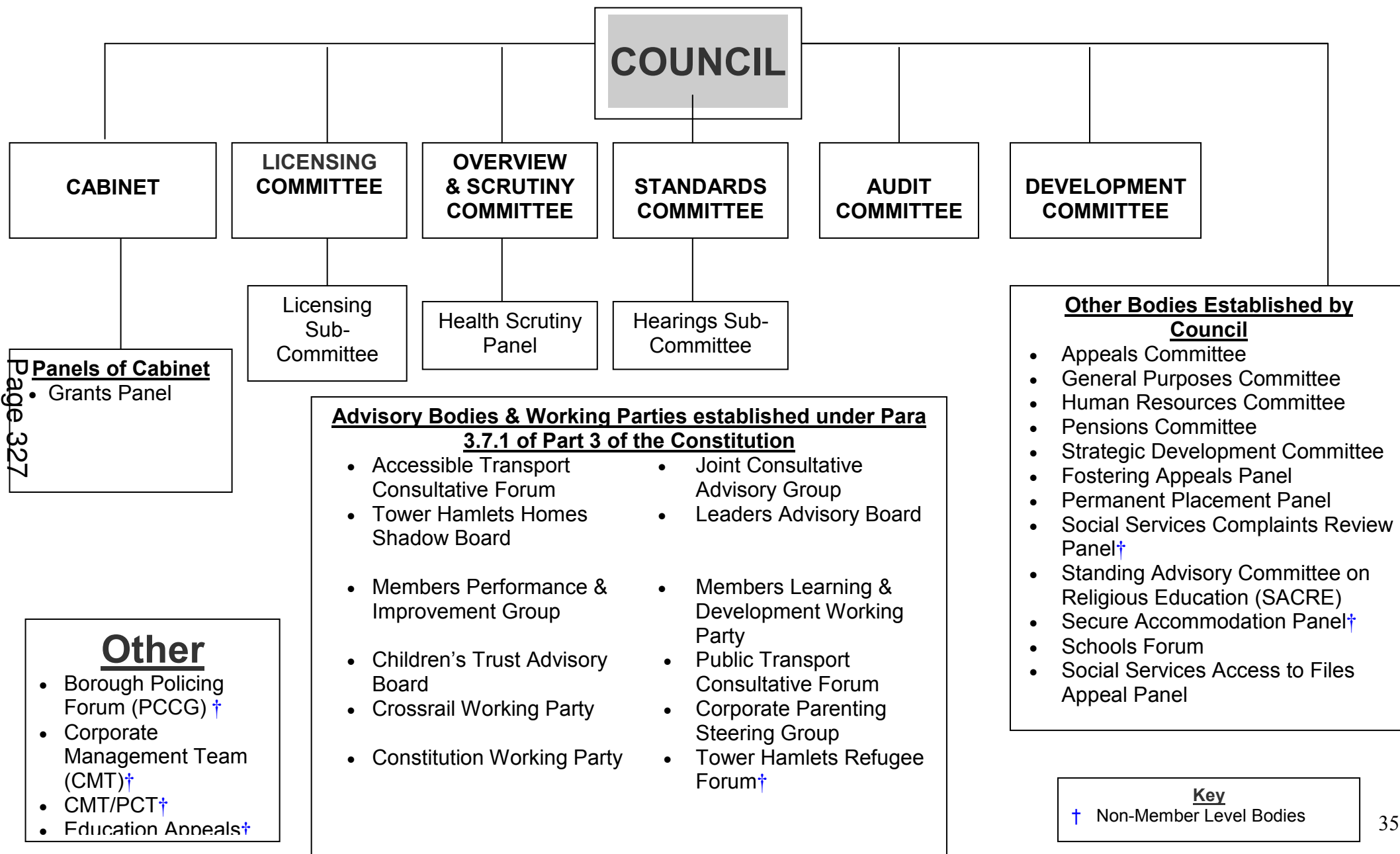
The Environmental Health Commercial Service Manager is responsible full time for management functions and approximately 0.25 FTE of the 3 PEHO's is accounted for in management functions. Total for management is therefore **1.25FTE**

A summary of resources required to meet the requirements of the service plan for 2010/11, allowing Tower Hamlets to obtain a position in the top quartile of high performing councils in relation to the number of high risk inspections carried out that are due to be carried out is shown in Table 6:

Table 6

Activity	Time identified to complete work in Service Plan (2010/2011)	Time identified to complete work in Service Plan (2009/2010)
Programmed Inspections	3.2	3.5
Re-inspection	1.7	1.4
Food standards	0.1	0.1
Service Requests	2	2.2
Home Authority	0.25	0.25
Advice to businesses	0.5	0.5
Food sampling	0.4	0.7
Liaison	0.2	0.2
Food Safety Promotion	0.6	0.6
Food Poisoning outbreaks	0.3	0.3
Other Activities	1.5	1.5
Management	1.25	1.25
Technical Officer Support	0.5	0.5
Healthy Eating Award	2.25	2.25
Total	14.75	15.25 (Actual available 14.75)

Annex B: TOWER HAMLETS DECISION MAKING STRUCTURE

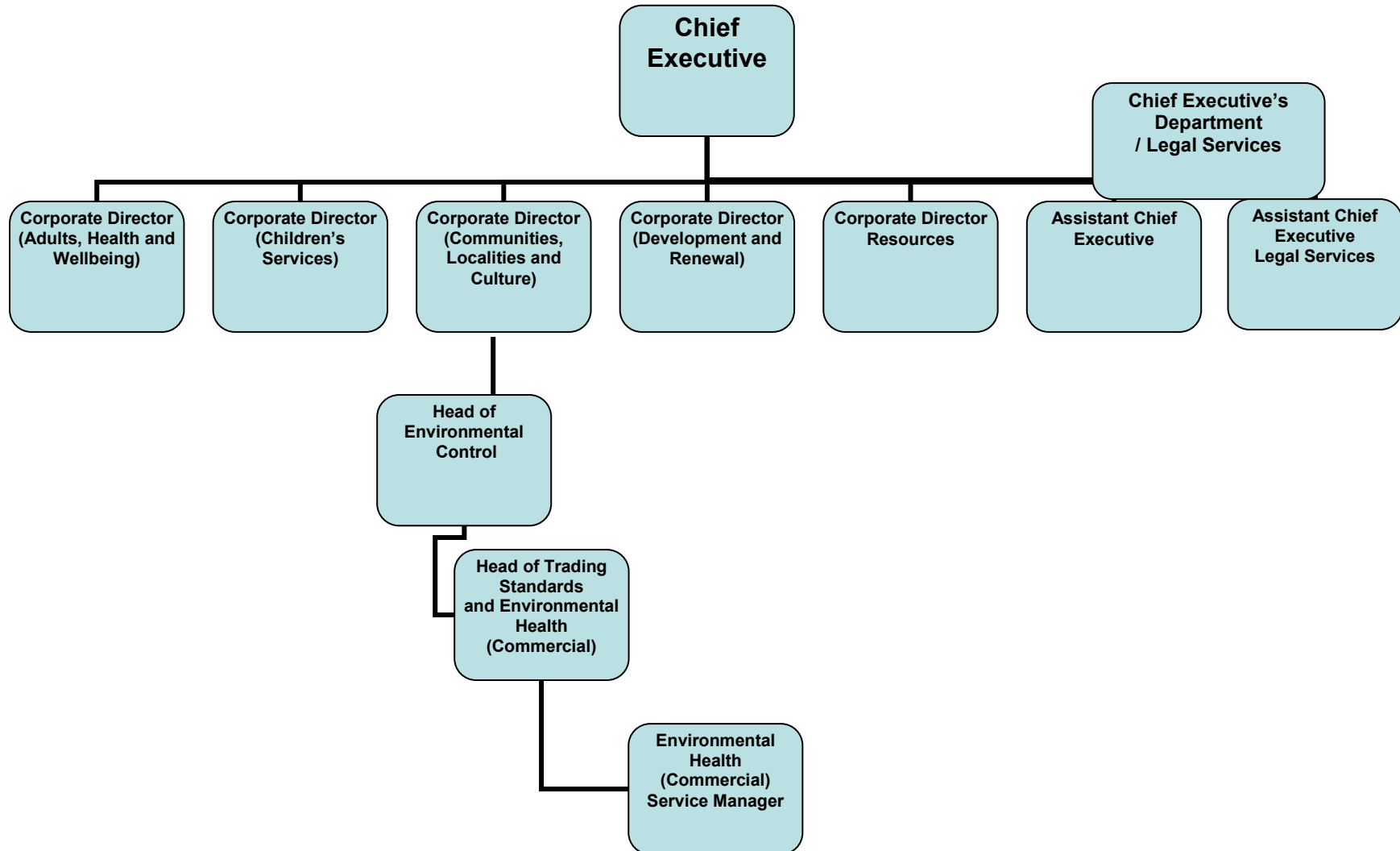


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Annex C

Corporate Structure

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Annex D

LONDON BOROUGH OF TOWER HAMLETS

FOOD SAMPLING POLICY 2010/11

It is a requirement of the Code of Practice, which outlines procedures for sampling made under the Food Safety Act 1990 and Food Hygiene (England) Regs 2006 that local authorities publish a sampling policy and outline programmes for each financial year.

In common with all London boroughs, Tower Hamlets is part of the London Food Co-ordinating Group (LFCG). This has been set up by ALEHM (Association of London Environmental Health Officers), previously the London Chief Environmental Health Officers' Association in association with LACORS to co-ordinate the food enforcement function of London Boroughs.

Membership of the Group includes Environmental Health Officers, Public Analysts and a representative of the Health Protection Agency. One of the key functions of the Group is the co-ordination of food sampling in London – this is achieved by dividing the 33 London Boroughs into 4 regional sectors, with each sector arranging sampling programmes in its own area only after proper liaison with the other 3 sectors. Tower Hamlets is in the NE sector.

FOOD SAMPLING OBJECTIVES AND PRIORITIES

The main objective of food sampling should be the protection of the consumer through the enforcement of food legislation and the encouragement of fair trading. In attempting to achieve this objective it is important that the Council considers the most effective use of limited resources. Therefore, the Council has identified its food sampling programmes in the following priority order:

- (i) Investigation of food poisoning outbreaks and food contamination incidents
- (ii) Complaints where sampling is necessary
- (iii) Imported food responsibilities
- (iv) Home authority responsibilities
- (v) EU co-ordinated sampling programme
- (vi) HPA/LACORS sampling programme
- (vii) Co-ordinated programmed sampling – with other London Boroughs
- (viii) Local projects in individual boroughs

TYPES OF SAMPLES

There is a need for a common approach to sampling in the Borough, and this is set out as follows:

Random informal samples

- (i) These should be avoided for both chemical and microbiological samples.
- (ii) There is, however, a place for informal samples but principally within a programmed sampling project concentrating on a particular food issue.
- (iii) There will also be occasions when informal samples will be justified when testing a new product or process on the market.

Microbiological samples

- (i) Formal samples being taken in accordance with the Regulations should be the normal procedure.
- (ii) There are no advantages in taking informal microbiological samples – the procedures laid down in the Regulations are in any case good sampling practice and the additional information gathering required is minimal. However, only samples taken with the intention of legal proceedings in the event of adverse results should be submitted to the HPA as Formal samples. In these cases the relevant HPA Formal Sample form should be used.

Chemical samples

- (i) In view of the resource and time implications of taking formal chemical samples it is accepted that a significant amount of chemical sampling will be informal – this is especially the case when project or programmed sampling is being carried out as a monitoring or fact finding exercise.
- (ii) Formal samples should, however, be taken when:
 - Problems and contraventions of legislation are suspected
 - Results are not thought repeatable, e.g. pesticide residues or aflatoxins in food
 - In response to food complaints
 - Repeat sampling following a previous unsatisfactory informal sample

Sampling in manufacturing premises

- (i) The level and type of samples taken at individual manufacturing premises will depend on a number of factors including:
 - The nature of the raw materials, intermediate and finished products
 - The existence or absence of Hazard Analysis Critical Control Points (HACCP) type procedures
 - The existence of in-house quality control systems
 - The level of in-house sampling and the quality of procedures and documentation
- (ii) It is important, however, to ensure that food sampling forms an integral part of routine inspections within the risk assessment system laid down in the relevant Code of Practice and LACORS guidance. Ad hoc samples taken without regard to the above and without set objectives and protocols should be avoided.

SAMPLING PROCEDURE

It is wasteful of resources to carry out sampling without first considering and agreeing the objectives – this is especially the case for any sampling project or programme carried out in conjunction with other London Boroughs.

A sampling and analytical protocol should be prepared in conjunction with the selected laboratory in order to ensure an agreed procedure and to encourage a uniform approach. Clearly the subsequent status of the sampling will depend upon the objectives and protocol agreed.

The results and conclusions from the sampling exercise should be collated and circulated through sector groups. It is recognised that on occasions individual local authorities, sectors or the LFCG will want to consider wider publication.

LEVEL OF SAMPLING

Local authority sampling levels are closely monitored by the Food Standards Agency through returns. This data will be aggregated and returned to Brussels in accordance with the Official Control of Foodstuffs Directive.

CO-ORDINATION

In order to achieve maximum effectiveness and the best use of scarce resources, the Council should ensure that food sampling, other than for reactive duties such as complaints, food poisoning and port health and home authority duties, is carried out in conjunction with the LFCG.

Proposed sampling projects should be cleared initially through the relevant sectors. Sector co-ordinators will be in a position to ensure that other sectors are not proposing to carry out similar surveys – this will avoid duplication.

Reports of surveys should be passed through sectors and ultimately through the LFCG in order to ensure a wide distribution and a sharing of information.

In cases where projects have implications for areas outside London, the completed reports will be submitted to the relevant Food Panel of LACORS.

SUMMARY

The aim of this Policy is to ensure that the Council protects the consumer, and in so doing follows good practice and uses scarce resources in the most effective way.

The Policy is intended only as a guide. It is flexible enough to allow initiative, but points the way forward to a more locally based approach to food sampling.

Nothing in the Food Sampling Policy is intended to preclude initiative on the part of individual enforcement officers – there will be occasion, in circumstances of constant market change, when ad hoc sampling will be necessary.

Agenda Item 10.1

Committee/Meeting: Cabinet	Date: 6th October	Classification: Unrestricted	Report No:
Report of: Kevan Collins, Chief Executive Originating officer(s): Afazul Hoque, Scrutiny Policy Manager		Title: Response to the recommendations of the Scrutiny Working Group for Strengthening Local Community Leadership: Wards Affected: All	

Lead Member	Cllr Joshua Peck
Community Plan Theme	One Tower Hamlets
Strategic Priority	1.1 Reduce inequalities and foster strong Community Cohesion

1. **SUMMARY**

- 1.1 This report submits the report and action plan in response to the recommendations of the Scrutiny Working Group review on Strengthening Local Community Leadership. The Working Group recommendations set out the areas requiring consideration and action by the Council and the Partnership to strengthen Community Leadership in Tower Hamlets.

2. **DECISIONS REQUIRED**

Cabinet is recommended to:-

- 2.1 Consider the report on Strengthening Community Leadership as set out in Appendix A.
- 2.2 Agree the response to the recommendations from the Working Group as set out in Appendix B noting that continuing consideration is to be given to the emerging policy changes and public sector funding decisions of the new Coalition Government that have been made since the agreement of these recommendations by the Overview and Scrutiny Committee in April 2010.

3. **REASONS FOR THE DECISIONS**

- 3.1 It is consistent with the Constitution and the statutory framework for Cabinet to provide a response.
- 3.2 In responding to the recommendations this report outlines how the issues raised will be taken forward by the Council

4. ALTERNATIVE OPTIONS

- 4.1 In responding to the recommendations full consideration has been given on how the recommendations can be incorporated to existing and future work streams.
- 4.2 It is essential to recognise that this review and its recommendations were developed before the election of the new Coalition Government and the announcement of significant reductions in public sector funding and emerging policy changes. Therefore, the action plan will need to be reviewed in line with emerging government policy and given the financial constraints ensure that activities can be met within existing budgets.
- 4.3 Any alternative response to the recommendations will be considered by the Overview and Scrutiny Committee as part of their recommendation tracking report every six months.

5. BACKGROUND

- 5.1 To meet the challenges facing Tower Hamlets we know that the Council alone cannot achieve the outcomes which residents, Councillors and Partners desire. At the same time the local authority has a clear community leadership role to play. The challenge is to do this in partnership with other agencies and organisations. Recent proposals from central government are challenging us to think about what we might need to do to strengthen community leadership and participation.
- 5.2 The Scrutiny Lead for One Tower Hamlets identified strengthening local community leadership as the key review for 2009/10 municipal year. In addressing the challenges posed by proposals from central government the review set out to do the following:
- Develop Member awareness of national drivers for strengthening the leadership role of Councillors;
 - Consider the response to the Strengthening Local Democracy consultation paper focusing on strengthening scrutiny of partnerships;
 - Develop proposals for strengthening local democracy and external scrutiny in the wider place shaping context;
 - Test whether the CCfA proposal will be useful to Members in identifying local problems and developing local solutions;
 - Explore the use of CCfA with residents to ensure it will work for them;
 - Identify support for Members in exercising their community leadership role and in implementing CCfA.
- 5.3 The report and recommendations were agreed by the Overview and Scrutiny Committee in April 2010 as attached in Appendix A. An action plan responding to these recommendations has been developed and attached in Appendix B.

6. BODY OF REPORT

- 6.1 In undertaking this review, the Working Group held a number of evidence gathering sessions with officers from the Council and various local stakeholders. This review specifically tested Overview and Scrutiny's local proposal for Councillor Call for Action which includes the development of a Performance Digest Report. The Working Group held a workshop with a number of local residents to explore how intractable issues can be resolved. It was noted that many of these issues do not have easy solutions and scrutiny provides a platform to bring together all the stakeholders to discuss those issues.
- 6.2 The review also found that the Council had already undertaken a lot of work to support the development of community leaders and ensuring our leadership reflects our community. To this end, there are a number of initiatives in place to allow local residents to take a more active role in their community such as Council Committees, LAP structures and other forums such as the Interfaith Forum, Rainbow Hamlets (the LGBT Community Forum) and the Pan Disability Panel.
- 6.3 However to make Community Leadership stronger the Working Group have put forward a number of recommendations. At the heart of these recommendations is the need to develop a new model of community leadership to support Members to engage with local residents more fully. They also show a need for the Council to increase resident participation in the democratic process and to improve the partnership process.
- 6.4 It should be noted that this review was initiated in 2009 and the report was developed before the general and local elections in May 2010. The recommendations to strengthen the community leadership role of Councillors remain important and relevant, but they now need to be considered within the context of emerging new policy agendas such as the 'Big Society' agenda, public sector cuts, the transformation of public services, and the election of a directly elected Mayor in Tower Hamlets. The need to strengthen the community leadership role of Councillors is now increasingly important, particularly as we start to think differently about how we engage our citizens and the recommendations of this report set a good foundation for this development. This piece of work can link into a number of pieces of work being undertaken by OSC this year including the reviews on Citizen Engagement Strategy and the Role of Scrutiny under an Executive Mayor.

7. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 7.1 This report describes the report and action plan in response to the recommendations of the Strengthening Local Community Leadership Working Group.
- 7.2 The majority of the recommendations do not have any immediate financial implications. Reductions in Council funding anticipated from 2011-12 will

constrain the Council's ability to meet any additional financial commitments, which would need to be contained within available budgets.

8. CONCURRENT REPORT OF THE ASSISTANT CHIEF EXECUTIVE (LEGAL SERVICES)

- 8.1. The provision by the Overview and Scrutiny Committee of reports and recommendations to the Executive in connection with the discharge of the Council's executive and non-executive functions is consistent with Article 6 of the Council's Constitution, in turn reflecting the requirements of section 21 of the Local Government Act 2000. Cabinet should provide a response and one is proposed in Appendix B.
- 8.2. The report contains recommendations which are capable of being carried out within the Council's statutory functions. The councillor call for action process is consistent with the Council's obligations under the LGA 2000 and raising awareness about it is an appropriate incidental matter. Community leadership is otherwise closely aligned with the key Community Plan theme of One Tower Hamlets and it may be possible to justify action by reference to the Council's well-being power in section 2 of the LGA 2000. If Cabinet supported the recommendations, it would be for officers to ensure that any action is carried out lawfully.

9. ONE TOWER HAMLETS CONSIDERATIONS

- 9.1 A key element of the Community Plan theme One Tower Hamlets is to strengthen community leadership. This review allowed Members to discuss with officers and residents how community leadership could be strengthened. It particularly looked at the role the Councillor Call for Action model could have in allowing councillors to broker discussion on difficult issues faced by the community and how working with the residents and other key stakeholders could lead to solutions to these issues. This review also showed that community leadership has an important role in developing cohesion between communities, as it helps facilitate discussion and work between the communities. It showed that as community leadership allows the community to address difficult issues it can play an important role in developing equalities in the community. Finally, through strengthening community leadership, the review discovered that it could increase resident engagement in the democratic process.

10. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 10.1 There are no direct environmental implications arising from this report.

11. RISK MANAGEMENT IMPLICATIONS

- 11.1 There are no direct risk management implications arising from this report.

12. CRIME AND DISORDER REDUCTION IMPLICATIONS

12.1 There are no direct crime and disorder implications arising from this report.

13. EFFICIENCY STATEMENT

13.1 This report makes a number of recommendations on ways to improve resident engagement and strengthen Community Leadership. Therefore, these recommendations, due to increased involvement of residents, will help reduce the cost of Consultation and Engagement Exercises.

14. APPENDICES

Appendix A - Report of the Scrutiny Review Working Group on Strengthening Local Community Leadership

Appendix B – Action Plan and Response to Scrutiny Working Group Review, Strengthening Local Community Leadership

**Local Government Act, 1972 Section 100D (As amended)
List of “Background Papers” used in the preparation of this report**

No background papers were used in this report. Afazul Hoque, X4636

Appendix A

Report of the Scrutiny Review Working Group on Strengthening Local Community Leadership



**London Borough of Tower Hamlets
February 2010**

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Acknowledgments

The Working Group would like to thank all the officers and residents that supported this review. The views and perspectives of all that were involved have been fundamental in shaping the final recommendations of this report.

Working Group Chair:

Councillor Ann Jackson

Working Group Members:

Councillor Helal Abbas

Councillor Alibor Choudhury

Councillor Muhammad Abdullah Salique

Councillor Dual Uddin

Councillor Rupert Eckhardt

Co-opted Member:

Hasan Mueenuddin (Overview and Scrutiny Committee, Muslim Community Representative)

London Borough of Tower Hamlets:

Lutfur Ali, Assistant Chief Executive

Shazia Hussain, Director, Tower Hamlets Partnership

John Williams – Service Head Democratic Services

Michael Keating – Service Head Scrutiny & Equalities

Kevin Kewin – Deputy Service Head Strategy & Performance

Afazul Hoque – Scrutiny Policy Manager

Lorna Hughes – Senior LAP Manager

David Sommerfield – Scrutiny & Equalities Support Officer

Shamima Begum – Trainee Scrutiny & Equalities

Keiko Okawa Smith

External

Nico Heller – The Democracy School

Local Residents & Groups

The Working Group also received contributions from the following:

LAP Steering Group Members

Ocean Somali Community Organisation (OSCA)

Students and Staff from Central Foundation Girls School

Older People's Reference Group

Tower Hamlets Local Involvement Network Members

Recommendations

The Working Group recommendations focus on three areas requiring consideration and action from the Council, Tower Hamlets Partnership and local community leaders. The recommendations are presented as a useful starting point for improving local community leadership to support the aim of achieving One Tower Hamlets.

DEVELOPING NEW MODEL OF COMMUNITY LEADERSHIP

Recommendation 1

That the Council develops a programme to raise awareness amongst Members, residents and other stakeholders of the Councillor Call for Action (CCfA) process.

Recommendation 2

That the Council create a robust analytical tool to provide better understanding of the problems faced by residents to find longer term and effective solutions.

Recommendation 3

That the Partnership develops local scrutiny with a problem-solving focus through LAP Steering Groups and links this in with the Council's Overview and Scrutiny Committee.

Recommendation 4

That the Council develops a programme to improve Councillors' links with third sector and partner organisations, focusing on enhancing their ward level leadership role.

Recommendation 5

That the Council continues to develop programmes to support Community Leaders at all level including targeted work with minority and new communities.

Recommendation 6

That the Council develops Member Champion roles for the six equalities strands to ensure those areas are promoted at strategic and local level.

Recommendation 7

That the Council develops a comprehensive Induction Programme for new Councillors including allocating Senior Officers to each Councillor to help them navigate around the Council.

RESIDENT PARTICIPATION

Recommendation 8

That the Council develops innovative communication mechanisms such as use of social media and developing councillors website to highlight their work including how local residents can work with Councillors to shape their area.

Recommendation 9

That the Council rolls out a programme of formal meetings at different community locations within the borough.

Recommendation 10

That the Council reviews the way petitions are managed and develops a more comprehensive system for receiving and responding to petitions.

ENGAGEMENT THROUGH PARTNERSHIP**Recommendation 11**

That the Partnership reviews how the Local Area Partnership (LAP) structures involve Councillors more effectively by utilising their democratic mandate and relationships with their constituents, for example helping to accessing 'hard to reach' sections of the community and communicating with residents in more open ways.

Recommendation 12

That the Partnership reviews the way work programmes and agendas are being set at LAP Steering Groups to ensure it has a more local focus and encourages other residents to attend.

Recommendation 13

That the Council undertakes a feasibility study to explore allocating ward budgets to local Councillors.

Introduction

1. To meet the challenges facing Tower Hamlets we know that the Council alone cannot achieve the outcomes which residents, Councillors and partners desire. At the same time the local authority has a clear community leadership role to play. The challenge is to do this in partnership with other agencies and organisations. Recent proposals from central government are challenging us to think about what we might need to do to strengthen community leadership and participation.
2. This review aimed to address these challenges and in particular how the process of Scrutiny can be a key driver to make this happen. Residents must be able to engage with the Council and the democratic process to tell us what outcomes they want.
3. Scrutiny reviews always aspire to focus on issues of concern to residents. The actions arising often fall outside the remit of the Council and need partner engagement even from those who may not be under any duty through the Local Area Agreement. To obtain the right outcomes for residents, we need to strengthen our wider partnerships and explore how our scrutiny powers can help us do this. Residents are not overly concerned with who is responsible for what, they want to see effective local services helping to make the borough a great place to live. The community leadership of Members has the potential to facilitate this precisely because of their democratic mandate. Realising this potential will be important for all concerned.
4. Our experience of the Health Scrutiny Panel and the relationships we have established show how good joint working has the potential to benefit local residents through accelerating improvements in health. Last year's Child Poverty Scrutiny Review developed and tested a community leadership model which explored the relationship between members and their constituents. It also reflected on how to extract the kind of local information that helps make this happen. Combining good quality local information from statutory agencies and that which Members glean from their ward work has the potential to deliver a more dynamic problem solving approach to what often appear to be intractable issues. Thinking through the different relationships and how we use the information we have are the fundamental issues at the heart of this review.
5. In addressing these issues, the review therefore set out to do the following:
 - Develop Member awareness of national drivers for strengthening the leadership role of Councillors;
 - Consider the response to the Strengthening Local Democracy consultation paper focusing on strengthening scrutiny of partnerships;
 - Develop proposals for strengthening local democracy and external scrutiny in the wider place shaping contest
 - Test whether the CCfA proposal will be useful to Members in identifying local problems and developing local solutions;
 - Explore the use of CCfA with residents to ensure it will work for them;
 - Identify support for Members in exercising their community leadership role and in implementing CCfA.

6. The group agreed the following timetable for the review:

Introductory review meeting (November 2009)

- Agree scoping document
- Background – National & Local Drivers
- Local Democracy in Tower Hamlets
- Leading through Partnership
- Response to Strengthening Local Democracy Consultation

Councillor Call for Action (November 2009)

- Background to CCfA
- Performance Digest
- CCfA Members Workshop

CCfA Workshop with local residents (December 2009)

- The role of Community Leaders
- Community Leadership in Action
- Solving intractable issues

Discussion so far (January 2010)

- Issues arising from meetings with local residents
- Draft recommendations

Final Meeting (February 2010)

- Draft Report

Background

National context

7. The *Strengthening Local Democracy* consultation paper¹ explores the role and powers of local councillors, focusing on councils as key drivers of localised improvements by strengthening their mandate to act on behalf of residents. The principle is that 'citizens have the right to influence the decisions that affect their lives and their communities'. Strengthening local democracy could happen in the following five ways:
 - Greater power to councils to scrutinise the spending and decisions of local service providers;
 - Removing barriers to councils using existing powers;
 - Enhancing powers of councils to deal with climate change;
 - Exploring powers and responsibilities of sub-regional structures
 - Developing relationship between central and local government
8. The paper sees councils as the local point of accountability achieved by giving elected leaders greater responsibility on behalf of constituents to scrutinise and influence decisions made by all spenders of public money. As already articulated, health scrutiny is well established in Tower Hamlets. The challenge is to build similar relationships with other partners. This review uses our local response to the consultation to work out how best to do this.
9. Set against a back-drop of declining voter turnout and with citizens feeling that Councillors do not represent their views, the White Paper, *Communities in Control: real people, real power*² aspires to shift power, influence and responsibility into communities and individuals. If services do not meet the highest standards, citizens should be able to complain and seek redress and local authorities need to have clear systems of redress in place. The proposed new duty to respond to petitions gives petitioners the power to influence local level issues. It proposes that where a response to a petition is not satisfactory, it can be debated in full council. The Local Government and Public Involvement in Health Act 2007 and the Police and Justice Act 2006 introduced powers allowing Members to call for debate and discussion around local level concerns through the CCfA.
10. Designed to sit alongside existing mechanisms and for use when all other attempts at resolution have failed the Council has developed a local model to allow Members to use local level information to discuss concerns in a problem solving capacity. This proposal incorporates the use of information obtained through members enquires, corporate complaints, Freedom of Information (FOI) requests and petitions.
11. The new Comprehensive Area Assessment (CAA) framework places a key role on Community Leaders shaping their local area and working in partnership to do so. In particular it envisages the role of non-executive members to become more critical as community champions and offers them the opportunity to feed in local

¹ <http://www.communities.gov.uk/publications/localgovernment/localdemocracyconsultation>

² <http://www.communities.gov.uk/publications/communities/communitiesincontrol>

perceptions of existing services and outstanding issues. CAA also offers scrutiny a range of opportunities to develop its role of examining the work of local service providers and helping to deliver the priorities set out in the Community Plan and measured through the delivery of the LAA and, in turn, investigate any significant shortcomings that CAA might find.

12. The Councillors' Commission report published in 2007 highlighted a number of underlying principles outlining the importance of the relationship between citizens and state, a key facet of community leadership. These are:
 1. Local authorities are key to promoting local democratic engagement;
 2. Promoting a sense of efficacy is key to better engagement;
 3. Councillors are most effective when they have similar life experiences to their constituents;
 4. Key to effective local representation is the relationship between councillors and their constituents;
 5. Being a Councillor should be made less daunting and be better supported.

Local context

13. Tower Hamlets has a track record on exploring difficult issues with local residents. Positive comments in the Comprehensive Performance Assessment (2008) on the role of Overview and Scrutiny highlighted its strength in pro-active leadership. Members are fundamental to this. The 2008/09 Annual Residents' Survey showed that 46% of residents felt they can influence decisions affecting their local area. This is a decrease of 2% on the previous year (48%) and a decrease of 8% from 2005/06 (54%). In contrast, the Place Survey undertaken by Ipsos MORI shows a decrease of 9% between 2006/07 (47%) and 2008/09 (35.7%). Tower Hamlets compares favourably to London (35%) and nationally (28.9%). In considering the Place Survey results it needs to be borne in mind the relatively low response rate and the likelihood of response bias. Despite this the Working Group felt strongly that this can be improved by listening to residents and using the information we obtain from them to find local solutions. The importance of participatory decision making is a key concern for Members to ensure residents feel empowered and take control of shaping their local area.
14. Members' community leadership role is strengthened by their representative composition. Tower Hamlets bucks the national trend by continuing to attract younger people as Councillors - 86% of Councillors are under 50 partly reflecting the borough's younger than average population. 63% of Councillors are from BME backgrounds, including the Leader of the Council. Many work either full or part-time. Their experiences therefore echo their constituents. They are keen to find the right solutions to local problems and involve residents in the democratic process to do so.
15. This review has built on the review undertaken in 2006 which considered the role of councillors in the Tower Hamlets Partnership and specifically focused on how to enhance democratic accountability. Among its conclusions the review illustrated how councillors can access harder to reach sections of the community and talk to

their constituents in a more straightforward way than professional officers. These attributes are important elements of community leadership. This is now embedded in the new Partnership structure with councillors having a greater role on LAP Steering Groups and Cabinet Members co-chair the Partnership's Community Plan Delivery Groups (CPDGs). The Partnership is well established and brings together residents, Members, business, voluntary and community organisations and statutory public services. However, the Working Group noted that the communication between LAPs and CPDGs is not as effective as it could be and there is a need to strengthen this to ensure local needs and priorities are addressed and also agree local activities and projects that will deliver these local priorities.

One Tower Hamlets Consideration

16. Last year's Scrutiny Review on Child Poverty developed and tested a community leadership model. Members used the model to develop a better understanding of the experiences of local residents and used the information to influence policy and service development. Members identified residents who collectively might represent the diversity of Tower Hamlets and interviewed them about their experiences of child poverty. Described as the One Tower Hamlets Interviews, this model has not been developed or tested elsewhere. Members found it a useful way to identify local needs particularly how the perceptions of service users can be quite different from those of the providers, even with 'excellent public services'. The review therefore linked resident experiences and concerns with improved service development.
17. The Child Poverty review highlighted the important role Community Leaders can play in developing equality and cohesion in bringing forward areas of local concerns. This review provided the opportunity to support the development of Community Leaders through consideration of new areas to enhance the role of non-executive councillors and enabling local concerns to be brought to the attention of public service providers, hence making services more responsive to local needs.
19. The experience from the Members Diversity and Equalities Working Group also highlights how Members have a key role in finding solutions to potentially difficult and contentious issues. A key element of the borough's Community Plan theme of One Tower Hamlets is to strengthen community leadership and this review allowed Members to have a discussion with officers and local residents on how this could be developed. In particular using the CCfA model to test how councillors can broker discussion on difficult issues and work with all key stakeholders to find solutions to those.
20. The Equality Framework for Local Government³ places leadership and partnership at the heart of their assessment. The leadership of our Members has been fundamental in our progress on diversity and equality making Tower Hamlets one of the best performing authorities in the country.

³ <http://www.idea.gov.uk/idk/core/page.do?pageId=9499336>

Key Findings

DEVELOPING A NEW MODEL OF COMMUNITY LEADERSHIP

21. A vibrant local democracy should encompass many different types of community leadership. In supporting Councillors to play their part it would be useful to define what community leadership means in relation to the role of citizens and the role of elected representatives and tackle any questions about a conflict between participative and representative democracy.
22. While community leadership has always been part of what councils have done, the Local Government Act 2000 enshrined the community leadership role in law for the first time. The legislation has given councils a new power 'to do anything' to promote the wellbeing of their area as a whole – encouraging councils to look beyond immediate service delivery responsibilities to the wider economic, social and environmental wellbeing of their areas – and requires councils to develop a strategy for their community with local people and partner organisations.
23. The Improvement and Development Agency (IDeA) outlines eight characteristics of effective community leadership:
 - Listening to and involving communities
 - Building vision and direction
 - Making things happen
 - Standing up for communities
 - Empowering local communities
 - Accountability to communities
 - Using community resources effectively
24. The role of elected Members is unique because of its democratic mandate. This gives weight to their decisions and the accountability they can demand in making them – as well as the judgment that can be made of them by their electors at the ballot box. Non-executive Members in particular have opportunities to provide ward level leadership as they are likely to have more time to do this than their Cabinet colleagues. There are different roles and purposes of community leadership and they can be both complementary and at odds with each other. It would be useful for the role of councillors to be defined in relation to other types of community leadership. This could help recognise that councillors can play a unique role in facilitating dialogue between local people and service providers. This would help to shape Member learning and development opportunities in order to inform the development of activities around increasing participation and engagement of local people.

Councillor Call for Action

25. Section 119 of the Local Government and Public Involvement in Health (LGPIH) Act 2007 includes provisions for CCfA that came into force on 1st April 2009. This means the Council is now under statutory obligation to provide Members the opportunity to refer to Overview and Scrutiny Committee (OSC) any local government matter where other methods of resolution have been exhausted. In its aspiration to empower local councillors to respond more effectively to the needs of their communities, the CCfA fits closely with our realisation of the Community Plan, particularly its overarching theme of 'One Tower Hamlets'. CCfA offers a key opportunity to coordinate activity across the three objectives of One Tower Hamlets: reducing inequality, strengthening cohesion, and strengthening community leadership. Linked closely to Comprehensive Area Assessment, CCfA will also be a key tool in building a sense of people and place, and helping to deliver better outcomes for residents.
26. To realise these objectives the Council has attempted to devise a workable local solution within the wider context of how residents can raise their concerns and further enhance how we 'involve' them more widely. This gives the opportunity to:
 - Improve how residents can get a say in what's happening particularly about what's not working
 - Refine and refresh systems for raising concerns to improve their operation and ensure that they actually produce better results
 - Improve the information provided to councillors about what is not working and the major issues arising from this in order to use their community leadership as part of the problem-solving process
27. This local model has been designed to avoid the creation of an overly bureaucratic process. Crucially success will also be dependent on the willingness of officers and Members to adopt a problem-solving approach that recognises their different perspectives. Getting this right would enable us to have a more sophisticated way of tackling problems and recognising that finding sustainable solutions is often complex. Last year this approach was tested with the Members' Diversity and Equality Working Group to explore controversial issues including Preventing Violent Extremism, Homophobic Hate Crime and working with new residents. This approach proved to be more energising and led to improved engagement of Members with the Police on PVE, increased understanding about working with new communities and saw them taking a more active role in LGBT issues.
28. Guidance from the Centre for Public Scrutiny suggests that the best authorities will use this opportunity to look more generally at all the ways in which Councillors are empowered to resolve problems local to their ward, with CCfA as a last resort once all other processes have been exhausted. At the same time we need to be mindful that this 'last resort' is itself relative to the effectiveness of how services respond overall.
29. In larger terms, this necessitates clarifying what all the processes for raising concerns are, how they relate to each other, and making sure they are as effective as possible. The aspiration is for a robust process to exist as an entirety, with issues that would benefit from extra attention from scrutiny being able to rise to the surface, whilst those issues which are best dealt with through others means being signposted

accordingly. Consideration of CCfA therefore needs to be set in this context. The production of good quality management information from which Councillors can work in a problem-solving capacity to understand and solve important issues for the community is crucial to ensure that CCfA does not end up as something used all the time. Not only could this expend a considerable amount of additional energy it also could undermine what services should be doing all the time to put right what is not working.

30. This will enhance the power of CCfA as a last resort if no feasible solution can be found. The Ward Member would be a clear champion for an issue raised directly from their ward, where all established grievance procedures have failed to solve the problem. The link with the LAP Steering Groups is important because it could potentially create a more direct response to local needs. This potential strength would ensure that a proper all-embracing attempt has been made to deal with issues. In turn this would ensure that the CCfA process is used to address those issues which are truly intractable and highlight their significance more strongly. In considering the CCfA model the Working Group highlighted the need to develop appropriate links between LAPs and OSC to avoid duplication and more importantly the really intractable issues are prioritised for problem solving. In that respect it was noted that the ward councillors have a key role in championing these at both OSC and LAPs. The CCfA proposal is outlined in Appendix 1.
31. Members and residents understanding and engagement of the CCfA process are crucial in developing the forums for discussion of difficult issues and also creating the environment for finding solutions to those difficult problems. Members noted that there have been on-going discussion through an Officer Group at the Council around the development of the CCfA process and this has been agreed by the Council's Corporate Management Team, Cabinet and Overview and Scrutiny Committee. There has also been discussion held with the Partnership Delivery Groups to seek their comments on the CCfA process. This process was also discussed at a recent LAP Steering Group Members Conference in January 2010.
32. The Group noted in general partners and local residents welcomed the opportunity to work with community leaders to find solutions to difficult problems. The CCfA workshop Members held at the second meeting also highlighted how there is no easy solutions to difficult problems. Effective community leadership can facilitate discussions between the various stakeholders to minimise impact on individuals and from this perhaps begin to explore different approaches. This is itself not easy and will not provide instantaneous answers. Members therefore felt a key issue would be managing expectations about how CCfA will work and believed it was therefore important to raise awareness amongst Members, local residents and officers at the Council and partner organisations. This should include organising a Members Seminar and developing a CCfA tool kit for Members.

Recommendation 1 That the Council develops a programme to raise awareness amongst Members, residents and other stakeholders of the Councillor Call for Action (CCfA) process.

33. The Working Group considered a draft Performance Digest report at their second meeting. This contained data from the 1st quarter of 2009/10 disaggregated by

theme, locality and equality strands. The idea is that this should allow the identification of trends and key issues to aid the development of solutions and appropriate action.

34. In collecting the data a number of issues have been highlighted which includes changes to both the collection of data and alignment of system to ensure mapping of issues by the same theme. There is on-going work to find ways of recording issues by the same theme to address this. Similar concerns exist about the collection of information about FOI requests and petitions.
35. The initial analysis of the available data showed that more than a quarter of all Stage 1 complaints were generated in LAP 1. More than half these complaints concerned housing management and repairs. This was higher than the housing complaints generated in other LAPs. At the same time Members' Enquiries about these issues were fairly evenly distributed across the LAPs. The Working Group agreed that the Performance Digest could be a very useful tool for identifying the really intangible local problems and agreed that this needed to be further developed. Discussion was also held at the LAP Conference in January 2010 around the usefulness of the Performance Digest for LAP Steering Groups and there was genuine appetite amongst Steering Group Members for this sort of information to problem solve locally. The Working Group has suggested that the Performance Digest report presented to LAPs should include comments from OSC on areas of concerns and possible solutions which would need to be explored locally.

Recommendation 2 That the Council create a robust analytical tool to provide a better understanding of the problems faced by residents to find longer term and effective solutions.

36. The Strengthening Local Democracy Consultation Paper proposes greater powers for councils to scrutinise local service providers. In its response the Council welcomed this as scrutiny reviews already focused on the overall wellbeing of local people in the area. In considering the role of LAP Steering Groups there is an enormous amount of local knowledge and expertise which is not being used enough to understand local concerns and find local solutions and thus demonstrate leadership and responsibility at different levels. In line with the proposals for CCfA and concerns being raised about the role of LAP Steering Group Members the Working Group recommends that the Partnership develops local scrutiny with problem-solving focus role for the LAP Steering Groups. This will need to link with the Council's Overview and Scrutiny Committee to ensure work is not being duplicated and there is greater accountability at local and strategic level. LAP level scrutiny will also provide Steering Group Members with a clear place shaping and service improvement role.

Recommendation 3

That the Partnership develops local scrutiny with a problem-solving focus through LAP Steering Groups and links this in with the Council's Overview and Scrutiny Committee.

37. The Council has recently agreed a revised Third Sector Strategy which aims to create an environment for a thriving voluntary and community sector. It is estimated that there are over 2,500 active community organisations in the borough who receive around £55m of council funding annually. The Strategy has identified five key areas in which the Council can make a real difference to the Third Sector.
38. The Working Group noted that an important attribute of third sector organisations is that they can reach communities that traditional public sector services providers may not easily access. Furthermore, as local service providers they also have access to a wide range of local information which can support community leaders in their understanding of their area. One of the key themes from the Third Sector Strategy is the development of the voice and representation role of the sector. Councillors as local representatives can play a crucial role in the development of the voice of third sector as they have key roles within the Council as well as external organisations.
39. The policy shift towards ward councillors having a greater place shaping role has been further emphasised in the Strengthening Local Democracy Consultation paper. Furthermore, the Comprehensive Area Assessment also places a greater role on community leaders to provide local leadership in improving services for residents. In light of these developments the Working Group has suggested that further work is needed to support councillors improve their links and work with the third sector and partner organisations if they are truly to understand local needs and ensure services are fully responsive. The development of the Council for Voluntary Sector (CVS) offers a real opportunity to co-ordinate this piece of work in a more manageable way by ensuring all section of the community are represented by the CVS and Councillors are working through this organisation rather than huge number of smaller organisations.

Recommendation 4

That the Council develops a programme to improve Councillors' links with third sector and partner organisations, focusing on enhancing their ward level leadership role.

40. The diversity of councillors in Tower Hamlets strengthens their community leadership role (As detailed in paragraph 15). This is particularly important for developing a cohesive community and increasing the number of residents that feel they can influence decisions affecting their local area. This is a key indicator in the borough's local Annual Residents Survey.

41. The Working Group welcomed some of the work the Council has already done to improve the diversity of our community leaders. This includes the award winning Women into Public Life programme to attract local women from all backgrounds to get involved in public life. The programme includes a dedicated website providing information and support for local women interested in playing a public role in their community. More recently the Council ran a programme for Future Women Councillors with 17 local women who developed their knowledge and skills to feel confident to stand as a councillor. During the programme many of the participants played an active part in the LAPs and joined scrutiny reviews as co-opted Members.
42. This year the Council has launched the 'Community Leadership Skills Programme' designed to help individuals develop, enhance and grow their community leadership skills. This has been advertised widely and will offer an opportunity to under-represented communities to come forward and be more involved in local democracy. The Tower Hamlets Partnership is also currently looking to develop a Community Leadership programme for Somali residents and discussions have been held with the current Mayor, who is believed to be the first Somali Mayor nationally.
43. The Working Group were keen to ensure that the Council continues developing mechanisms to support community leaders and in particular ensure targeted work is undertaken with under-represented or new communities in the borough. This could include using citizenship ceremonies to identify emerging communities and also to recruit residents into these programmes.

Recommendation 5

That the Council continues to develop programmes to support Community Leaders at all level including targeted work with minority and new communities.

44. Using a team of local government peers the Equality Framework for Local Government assesses local authorities against five key performance areas one of which is around place shaping and leadership. The Council was assessed in January 2010 and was rated 'Excellent'. The Inspection Team commented that that equality and diversity are intertwined with scrutiny and understood to drive improvements and efficient spend which outlines the importance of Members' role in reducing inequalities within the borough. The Working Group noted that there are some informal Member Champion roles that already exist for older people and local heritage.
45. The Working Group recommends this be further developed through Member Champion roles for all the equality strands. This will allow Members to champion specific causes for certain communities. The diversity of the borough and the challenges posed by the outlook of reduced public sector funding highlights the potential importance of these roles. The experience of Member Diversity and Equality Group could be drawn upon and the Member Champions could be selected

from this group. The Civic Mayor can also have a central role in championing community cohesion in the borough and provide the profile these issues deserve.

Recommendation 6

That the Council develops Member Champion roles for six equalities strands to ensure those areas are promoted at strategic and local level.

46. Following the last local elections 32 out of 51 councillors were elected new to the Council. These new Members had to develop their understanding of the organisation to ensure they are able to fulfil their community leadership role all in a very short space time to meet the high expectations of their local constituents. The Council has been providing an extensive Induction Programme for new councillors over the years. However, there is now a greater emphasis on community leadership and how this shapes a local area. A number of external inspections of local authorities have placed community leadership at the forefront of their assessment, highlighting the importance of supporting the development of community leaders.
47. The Working Group therefore felt it would be useful to develop a comprehensive induction programme for new councillors which should be tested with existing Members. It was suggested a specific training for Members around providing advice and guidance would enable them to better understand how they can support their constituents more effectively. Furthermore, Members training sessions should follow an action learning principle to make them interesting and interactive. In supporting new councillors the Working Group argued that providing a 'buddy system' with Senior Officers would enable new councillors to understand organisational pressures as well as provide an easier way to navigate the organisation.

Recommendation 7

That the Council develops a comprehensive Induction Programme for new Councillors including allocating Senior Officers to each Councillor to help them navigate around the Council.

RESIDENT PARTICIPATION

48. The work of local councillors is already promoted through East End Life and the Council website. Twice a year East End Life publishes all Councillors contact and surgery details. Last year the paper also ran a series of 'meet your councillor', features which focused on individual councillors providing details of their work as well as some personal information to enable residents understand their role better. The Council has also developed the 'cotchin' with councillors' programme allowing young people to talk to Councillors about their concerns.
49. During the focus group a number of residents commented that they were not aware of who their local councillors were and what they were doing. At the same time many people also said there had been some really good work by local councillors and sometimes people did not hear about this. The Working Group welcomed the use of the East End Life and the Council website but felt that the Council should explore more innovative methods to highlight work of local councillors and how local people

can work with them to influence decisions affecting their area. This could include use of social media and developing councillors website pages which provides more information about their work and their policies which can help residents understand how these have helped shape their local area. It was also noted that an effective CCfA process would help raise Members profile.

Recommendation 8

That the Council develops innovative communication mechanisms such as use of social media and developing councillors website to highlight their work including how local residents can work with Councillors to shape their area.

50. The Working Group noted that generally Full Council meetings are very well attended by local residents but this is not the case with most of the other Committees including Cabinet and Overview and Scrutiny Committee. The Communities in Control White Paper also encourages councils to improve participation in the local democratic process including proposals for moving meetings outside the Town Hall.
51. The Council has already undertaken some feasibility work around developing a programme of meetings outside the Town Hall. There are associated costs which would need to be considered in the development, but it is hoped that this would be offset by increasing resident engagement in the decision making process. Meetings at external venues would need to be advertised widely through East End Life and the Council website as well as within the vicinity of the venue to ensure maximum attendance by local residents.
52. The Working Group therefore recommends that the Council introduces a programme of formal meetings at different locations within the borough. These should be meetings that local residents are interested in and are likely to attend. The process for being involved in these meetings should be publicised to residents. There is also a need to ensure these meetings are co-ordinated with local LAP meetings and they do not clash.

Recommendation 9

That the Council rolls out a programme of formal meetings at different community locations within the borough.

53. Signing a petition is one way for citizens to express their concerns. Some local authorities already have well developed processes for responding to petitions and approach them as an opportunity to listen to the community. The Government is currently undertaking a consultation on the duty to respond to petitions and incorporates proposals from Communities in Control to ensure petitions lead to actions and local authorities have a facility for e-petitions.
54. The number of petitions being received by the Council has been much lower than the previous years. The reasons for this are unclear but could be due to petitions relating to social housing now going to relevant housing partners or they are not being properly recorded as current procedure requires. Improving the management of the petitions the Council would strengthen the effectiveness of the Performance Digest

report which is being developed as part of the CCfA process and also enable a better response to the issues raised.

Recommendation 10

That the Council reviews the way petitions are managed and develops a more comprehensive system for receiving and responding to petitions.

ENGAGEMENT THROUGH PARTNERSHIP

55. The Tower Hamlets Partnership is the Local Strategic Partnership (LSP) for Tower Hamlets. It brings together a wide range of public, private, community and voluntary organisations to achieve the shared vision for the borough. There are eight Local Area Partnerships (LAPs) which provide a formal framework through which residents are involved with all they key partners. They provide a mechanism for engaging with local people and form an important aspect of local accountability and service improvement.
56. To ensure its effectiveness and improvement the Partnership regularly reviews its performance and its structures. Following a comprehensive review of the governance of the Partnership in 2008 a new structure was introduced. Each LAP is now co-chaired by a ward councillor and a local resident. The resident members are appointed through a formal application process and try to ensure that LAP Members reflect the diversity of their area.
57. Throughout the review both Members and local residents expressed concerns around the new LAP structures and role of the various stakeholders. The key concern is that the Partnership is not fully utilising the resource available through the LAPs and this needed to be maximised if we are going to improve local leadership. There were a number of positives highlighted which included the Participatory Budget process which attracted a huge number of local residents and allowed local residents to be involved in decision making.
58. Officers and Members present at the first meeting agreed that LAP structures were not being fully utilised by Members and the communication between them and LAP Managers needed to improve. This also impacted upon the LAP Steering Group as it lacked Member level engagement. The Working Group therefore recommends that this be reviewed to ensure councillors play a more pro-active role in the LAPs. It was also noted that there is an obligation for Members to ensure they fully take part in the LAPs and this is an important role for them as local ward councillors.

Recommendation 11

That the Partnership reviews how the Local Area Partnership (LAP) structures involve Councillors more effectively by utilising their democratic mandate and relationships with their constituents, for example helping to accessing 'hard to reach' sections of the community and communicating with residents in more open ways. .

59. At the focus group with local residents, LAP Steering Group Members highlighted that LAP agendas did not have sufficient local focus and were too full of consultation and update reports. This did not allow Steering Group Members to raise local issues. There are also issues about limited access to LAP meetings for residents who are not Steering Group Members. The Scrutiny Session last year on Dangerous Dogs was highlighted as an example of an issue that attracted huge number of local residents due to local concern. The Partnership used to arrange these meetings in the past on local issues and it was felt that this needed to be re-visited. In improving access to LAPs it will help develop local intelligence and better understand the wide range of local priorities.

Recommendation 12

That the Partnership reviews the way work programmes and agendas are being set at LAP Steering Groups to ensure it has a more local focus and encourages other residents to attend.

60. The Participatory Budgeting process allowed both Members and residents to be involved in local decision making. The Working Group discussed whether developing a ward budget for councillors would enable Members as community leaders to identify difficult issues within a ward which requires a small investment to resolve. This could also be used to improve community cohesion through Members organising local meetings or events when any incidents takes place.
61. The Working Group heard that Westminster Council had a Ward Budget scheme that gave each ward £100,000 per year and local councillors were able to agree how this money is spent. This is similar to Tower Hamlets Participatory Budget but with more power given to local councillors. The Working Group were not keen to replace the Participatory Budget but felt the Council should explore whether a smaller grant could be given to each ward of approximately £30k to allocate within their ward.
62. The Working Group held detailed discussions about ensuring there was transparency, accountability and value for money in such a programme. The potential cuts in public finance over the next few years will pose challenges in finding adequate resources to finance this, but at the same time it offers opportunities for local councillors to support important local projects. They have therefore recommended that the Council undertakes a feasibility study of how such a scheme would work and what procedures would need to be put in place to ensure it is successful and transparent.

Recommendation 13

That the Council undertakes a feasibility study to explore allocating ward budgets to local Councillors.

Conclusion

63. This review offered an opportunity to consider how local community leadership could be strengthened to respond to national policy change. The review is very timely considering the upcoming local elections and a new administration. The Council has already undertaken a lot of work to support the development of community leaders and ensuring our leadership reflects our community.
64. There are a number of initiatives in place to allow local residents to take a more active role in their community such as Council Committees, LAP structures and other forums such as Interfaith Forum, the LGBT Community Forum or Pan Disability Panel.
65. The Working Group has made a number of recommendations in three key areas. Firstly, the changing role of community leaders has allowed the Council to consider how it supports local councillors. The proposals developed for Councillor Call for Action offers a real opportunity for councillors and residents to take an active role in problem solving. It also proposes to utilise more effectively the information the Council already has and to use this to understand and address concerns of local residents. The Working Group recognises this will need resources to support Members and residents to understand and develop the process further. Furthermore, this provides an opportunity for Members to facilitate discussions around difficult issues and help manage residents' expectations.
66. There are some very practical issues the Council could do to take democracy to the local community and improve the working relationship between Members and their constituents. The Partnership in Tower Hamlets is very well regarded both locally and nationally. The Working Group has made a number of recommendations to build on this and ensure we utilise the resource available to us.
67. The Working Group hope the recommendations of this review will support the development of local community leaders to enable the borough to become more cohesive where opportunities are equally available for all residents and the aspiration of One Tower Hamlets is realised.

CCfA Model – Appendix 1

Standard grievance systems – robust, clear processes

Report compiled and makes sense of what these systems are telling us. To be used for corporate management and by Councillors at 6-monthly OSC.

LAP groups and OSC tackle unresolved issues at Borough and ward level, involving Councillors in a problem-solving capacity

At this stage becomes a CCfA – a persistent ward-based problem which has exhausted existing methods

CCfA goes onto OSC agenda and committee signposts to appropriate response

The Ward Councillor should direct the resident to the appropriate grievance mechanism, and monitor progress. Councillor to refer to checklist at this stage for guidance.

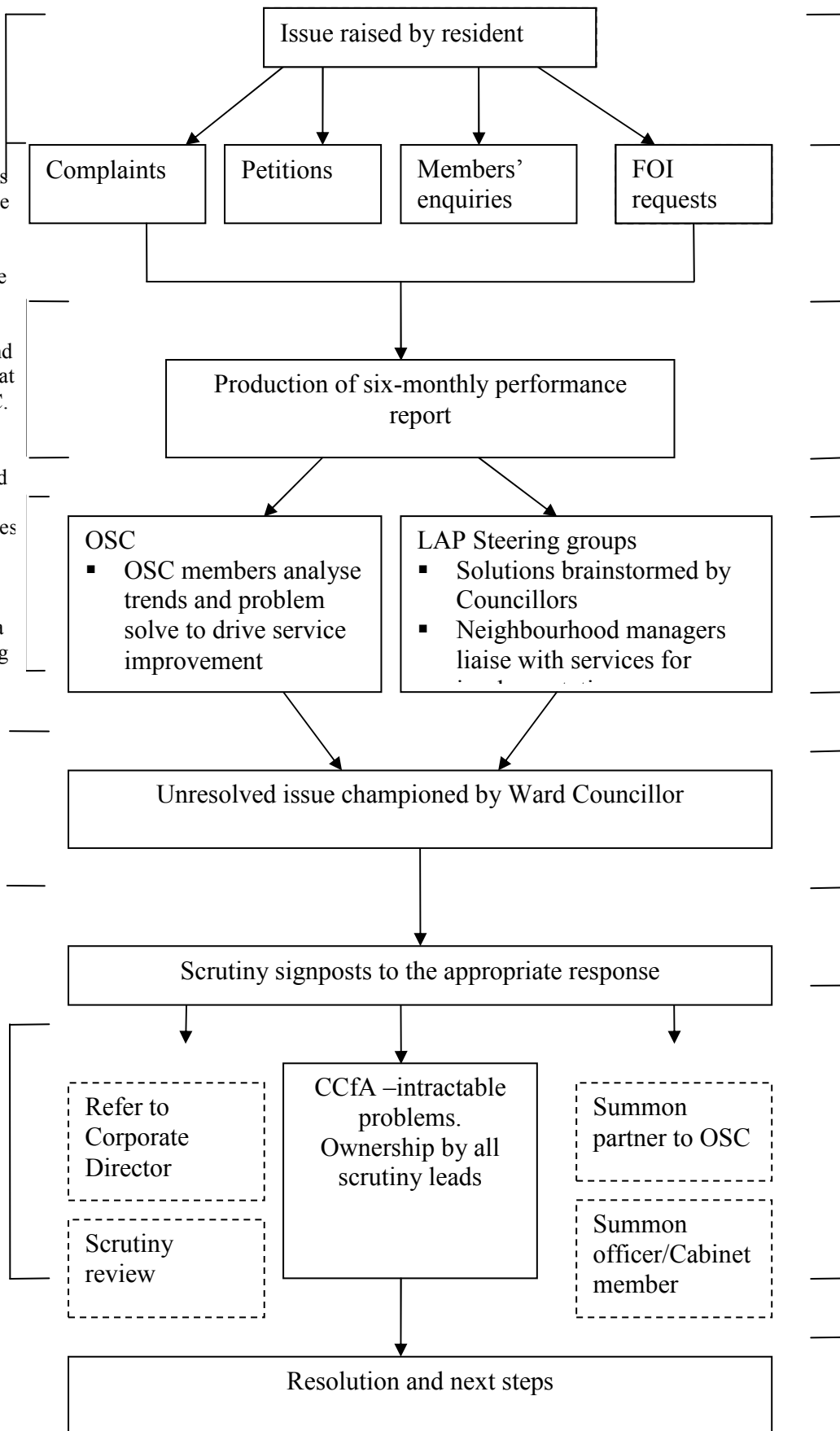
OSC members monitor and evaluate report, working in a problem-solving capacity to spot patterns and find solutions

Councillors attend the relevant LAP group and encourage residents to do so, brainstorm solution to problem at ward level

Scrutiny policy team work with Councillor to go through checklist to ensure issue has been discussed elsewhere. Issue then put onto agenda for OSC.

Councillor works with OSC members to find appropriate response. Cllr informs residents involved of progress and discusses ideas with them

Cllr ensures residents are satisfied with solution and keeps monitoring



Scrutiny and Equalities in Tower Hamlets

To find out more about Scrutiny in Tower Hamlets please contact:

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Telephone: 020 7364 4636

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Web: www.towerhamlets.gov.uk/scrutiny

Recommendation	Response/Comments	Responsibility	Date
<p>solving focus through LAP Steering Groups and links this in with the Council's Overview and Scrutiny Committee.</p>	<p>These are time limited and issue focussed groups who work with Neighbourhood Managers to identify solutions to specific issues. Elected Members are able to lead or hold task groups to account as part of their role as co-chairs of the wider LAP Steering Group.</p> <p>Guidance on Task groups has been published and made available to LAP Steering Groups.</p>	<p>Manager)</p>	
<p>R4 That the Council develops a programme to improve Councillors' links with third sector and partner organisations, focusing on enhancing their ward level leadership role.</p>	<p>A list with existing third sector networks will be sent to all Members.</p> <p>A Database is currently being developed with details of all third sector organisations which can be used to identify organisations by area and themes. LBTH have commissioned Tower Hamlets CVS to develop a database.</p> <p>As part of the work on Voice and Representation a thematic health forum is being developed which will support the Member's Community Leadership role on the Health Scrutiny Panel. The ChangeUp Consortium is leading on – and resourcing - the development of the Health and Wellbeing Forum.</p>	<p>Alice Wallace (Third Sector Development Manager)</p>	<p>June 2010</p>

Recommendation	Response/Comments	Responsibility	Date
<p>R5 That the Council continues to develop programmes to support Community Leaders at all level including targeted work with minority and new communities.</p>	<p>The Council's Community Leadership Skills Programme has recruited 31 local community leaders. The programme will develop and enhance the community leadership skill of these residents. The programme started in August 2010 and is run by the Council of Ethnic Minority Voluntary Sector Organisations (CEMVO) and the School of Oriental and African Studies (SOAS). The participants will gain a post graduate diploma in Community Leadership.</p>	<p>Nasim Ahmed (WNF Programme Manager)</p>	<p>August 2010</p>
	<p>The CVS will also be delivering the "Skilling Up Programme" which is a course to support those involved in representing the third sector.</p>	<p>Alice Wallace (Third Sector Development Manager)</p>	<p>December 2010</p>
	<p>Based on the previous programme a Future Councillor's programme will be developed to encourage and support under represented communities to stand for office. This will be developed within existing Council and/or London Councils resources.</p>	<p>John Williams (Service Head, Democratic Services)</p>	<p>July 2011</p>
	<p>Service Integration is leading on developing the Corporate Framework for Community Champions, which is where residents volunteer (Community Champions) to monitor the services provided by the Council. Initially Community Champions are focused on Communities, Locality and Culture's services,</p>	<p>Shazia Hussain (Project Director – Service Integration)</p>	<p>April 2011</p>

Recommendation	Response/Comments	Responsibility	Date
	with the potential to expand the current 'upskilling' offered to the Champions (allowing them the ability to monitor a larger range of services).		
R6 That the Council develops Member Champion roles for the six equalities strands to ensure those areas are promoted at strategic and local level.	This year's Member Diversity and Equality Group (MDEG), chaired by Cllr Saunders, the lead Member for Equalities, will identify a Member champion for each of the equality strands. Through the MDEG Members will provide support and challenge to the implementation of the Council's six equality schemes.	Hafsha Ali and Frances Jones (Acting Service Heads, Scrutiny & Equalities)	Start in July 2010, with meetings ever quarter.
R7 That the Council develops a comprehensive Induction Programme for new Councillors including allocating Senior Officers to each Councillor to help them navigate around the Council.	A comprehensive Induction Programme has been developed for new Councillors and delivered from May 2010. New Councillors have also been offered the opportunity to 'buddy up' with a Senior Officer.	John Williams (Service Head, Democratic Services)	Completed
R8 That the Council develops innovative communication mechanisms such as use of social media and developing councillors website to highlight their work including how local residents can work with Councillors to shape their area.	As part of the development of the Corporate Communication Strategy it will explore how social media can be used to publicise Members and support digital engagement with citizens. The Council's website will be updated and opportunities will be sought around development of the Members Web pages. A Members Seminar will be organised outlining support available from Corporate	Takki Sulaiman (Service Head Communications)	July 2010 December 2010 December 2010

Recommendation	Response/Comments	Responsibility	Date
	Communications and how Members can improve their communication with local residents.		
R9 That the Council rolls out a programme of formal meetings at different community locations within the borough.	<p>A pilot programme of Cabinet and other Committee meeting will be organised at community venues from Autumn 2010.</p> <p>An evaluation of this pilot will explore the benefits of full roll out. A pilot programme of 4 Cabinet meetings in outside venues is underway. This is being funded from within existing Democratic Services budgets. Any extension of the programme beyond this pilot - either to further Cabinet meetings or to meetings of other Committees will give rise to additional costs for venue hire and staff resources, estimated at an average of £400 per meeting, for which there is currently no budget provision.</p>	John Williams (Service Head, Democratic Services)	October 2010
R10 That the Council reviews the way petitions are managed and develops a more comprehensive system for receiving and responding to petitions.	<p>The regulations for petitions have been published and a scheme for managing petitions will be developed.</p> <p>E-petition facility will be developed by December 2010.</p> <p>Both these will be publicised amongst residents and other stakeholders.</p>	John Williams (Service Head, Democratic Services)	July 2010 December 2010 On-going
R11 That the Partnership reviews how the Local Area Partnership (LAP) structures	The Partnership has taken part in the scrutiny review and used some of the emerging findings during the review process to inform	Shanara Matin (Head of Participation and Engagement)	October 2010

Recommendation	Response/Comments	Responsibility	Date
<p>involve Councillors more effectively by utilising their democratic mandate and relationships with their constituents, for example helping to accessing 'hard to reach' sections of the community and communicating with residents in more open ways.</p>	<p>wider work. For example the Partnership held a LAP Steering Group conference in January 2010 to explore improvements to LAP processes. Some immediate changes have been made to improve resident and councillor engagement within these structures. Further detail is set out in response to Recommendation 12.</p> <p>As part of the development of the Citizen Engagement Strategy we will be looking at how Members fulfil their community leadership role through the Partnership and are enabled to engage local communities and hard to reach groups. The consultation plan for the Strategy includes an induction / development session with Members.</p>	<p>Jon Underwood (Total Place Programme Manager)</p> <p>Shazia Hussain (Project Director – Service Integration)</p>	<p>May 2010</p>
<p>R12 That the Partnership reviews the way work programmes and agendas are being set at LAP Steering Groups to ensure it has a more local focus and encourages other residents to attend.</p>	<p>LAP Steering Group agendas have been revised. They are now designed to allow half the meeting to focus on a Community Plan theme and the remaining half on local issues.</p> <p>The meetings have been programmed into a forward schedule to ensure there is a rotation of Community Plan Themes and will enable LAP input to be reported up to Community Plan Delivery Groups of the same theme. The locality focussed section of the agenda will be determined by Steering Group members.</p>	<p>Afiya Begum (Governance Team Leader)</p> <p>Afiya Begum (Governance Team Leader)</p>	<p>Completed</p> <p>Ongoing</p>

Recommendation	Response/Comments	Responsibility	Date
<p>R13 That the Council undertakes a feasibility study to explore allocating ward budgets to local Councillors.</p>	<p>In light of the current economic climate, there are no resources available to provide ward budgets and therefore any cost in undertaking a feasibility study would not be cost effective.</p> <p>However, the current Total Place Pilot includes a commitment to deliver a Budget Matrix, which aims to embed participatory budgeting into the service planning cycle.</p>	<p>None</p> <p>Shazia Hussain (Project Director – Service Integration)</p>	<p>Not complete</p> <p>March 2011</p>

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Agenda Item 10.2

Committee/Meeting: Cabinet	Date: 6 th October 2010	Classification: Unrestricted	Report No:
Report of: Corporate Director Resources Originating officer(s) Louise Russell, Service Head Strategy & Performance Alan Finch, Service Head Corporate Finance		Title: Strategic Performance and Corporate Revenue and Capital Budget Monitoring Q1 2010/11 Report Wards Affected: All	

Lead Member	Cllr Joshua Peck / Cllr David Edgar
Community Plan Theme	All
Strategic Priority	All

1 **SUMMARY**

- 1.1 This is the Council's first combined service and financial performance monitoring report for 2010/11, covering April-June (Quarter 1). This report includes an update on the authority's progress against the Strategic indicator set, the 'You Decide!' participatory budgeting programme and its financial position.
- 1.2 This report was received by CMT on 10th August and LAB on 1st September. This report will be sent to Overview & Scrutiny held on 5th October and Cabinet on 6th October.
- 1.3 At this stage of the financial year there is a projected General Fund revenue overspend of £890,000 for the reasons summarised in paragraph 5.1 and detailed in Appendix 4. Sufficient time remains in the year for management action to be taken to ensure that expenditure at year end remains within budget. The report sets out the actions that Corporate Directors are taking to contain expenditure within budget.
- 1.4 Paragraph 5.2 and Appendix 5 provide the background to a forecast overspend of £877,000 on the HRA.
- 1.5 As regards the capital programme directorates have spent 10% of their budgets for the year (£19,638,000 against budgets of £192,790,000). Projected expenditure for the year is £184,778,000 representing an

underspend of £8,012,000. The programme remains affordable within available resources. An analysis of quarterly projections compared to outturn will be submitted to Members after year end.

- 1.6 61% of the Strategic indicators which are reportable in this period are on target, and 39% have improved performance since this time last year. A risk analysis of the indicators likelihood to achieve year end target is included in paragraph 5.3 and appendices 4 and 5.
- 1.7 More detailed performance and financial information is contained in the report appendices, as follows:
- Appendix 1 provides an overview of performance for all of the Council's Strategic Indicators (the Tower Hamlets Index) which represent the key priorities for the Council.
 - Appendix 2 contains an overview of the current progress of initiatives funded by the Council's participatory budgeting programme by LAP area
 - Appendix 3 lists budget/target adjustments and Appendix 3a target adjustment requests
 - Appendix 4 provides the budget outturn forecast & explanation of major variances for Directorates for the General Fund
 - Appendix 5 provides the budget outturn forecast & explanation of major variances for the HRA
 - Appendix 6 shows progress against planned efficiency savings
 - Appendix 7 provides details of the capital programme

2 DECISIONS REQUIRED

Cabinet is recommended to:-

- 2.1 Review and note Q1 2010/11 performance including areas where further work is needed to ensure we deliver improved outcomes;
- 2.2 Note the Council's financial position as outlined in paragraphs 5 and 6 and appendices 4, 5 and 7 of this report;
- 2.3 Note the actions being taken to address the reported overspends;
- 2.4 Agree the target adjustment requests as set out in Appendix 3a.

3 REASONS FOR THE DECISIONS

3.1 Quarterly updates on the position of the capital programme and revenue expenditure against budgets are provided to Cabinet for information.

4 **ALTERNATIVE OPTIONS**

4.1 Members may choose not to agree the target adjustment requests as set out in Appendix 3a.

5 **REVENUE**

5.1 The table below summarises the currently expected outturn position for the General Fund.

SUMMARY	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000	Variance £'000
Adults Health and Wellbeing	90,217	90,217	90,270	53
Chief Executive	13,369	13,369	13,709	340
Children, Schools and Families	93,896	93,896	94,278	382
Communities, Localities and Culture	74,910	74,910	74,910	0
Development and Renewal	12,425	12,425	12,540	115
Resources	18,363	18,363	18,363	0
Corporate Costs/Capital Financing	17,748	17,748	17,748	0
TOTAL	320,928	320,928	321,818	890

Explanations of the anticipated variances are as follows:

5.1.1 **Adults Health and Wellbeing**

£53,000

There is a forecast overspend of £300,000 on homelessness due to the reduction in the recovery of administrative charges because there were fewer temporary accommodation households than forecast.

There is a forecast net underspend of £247,000 on the range of adults services as outlined in Appendix 4 – this is a combination of over and underspends.

5.1.2 Chief Executive

£340,000

There is a forecast overspend on the Communications budget.

To address the forecast overspend the Communications Service has undertaken a formal review of its costs against industry benchmarks to identify and release ongoing savings such as the EEL distribution contract. Further potential savings have been identified as part of a planned review and consolidation of communication activities throughout the Council.

The anticipated levy on third sector commissioning budgets for 2010/11 to fund additional grants to the third sector as reported to Cabinet in November 2009 will not be pursued in 2010/11 but officers in Finance and the third sector team will work together to identify whether a levy is required for ongoing funding of third sector strategy.

5.1.3 Children, Schools and Families

£382,000

The main component of the forecast overspend relates to the amount of premature retirement and redundancy costs that must be charged to the General Fund in accordance with the Schools Funding Regulations. All school early retirement costs (i.e. lump sum and on-going compensation payments to the pension fund arising from a severance agreement involving early retirement) entered into prior to 1st April 2005 must be charged to the General Fund, rather than the Dedicated Schools Grant (DSG). In addition all non-schools early retirement costs and 20% of the costs of redundancies must be met from the General Fund, too. Costs of early retirements for school based staff from 1st April 2005 may be charged to the DSG.

Whilst these are not new arrangements, specific budget provision for these unavoidable commitments has been identified as insufficient. The general tightening of budgets has revealed this as an underlying budget issue.

The Directorate will be identifying strategies for mitigating the net projected overspend.

5.1.4 Development and Renewal

£115,000

An overspend of £115,000 is forecast comprising a number of relatively small variances.

The overspend is to be addressed by the application of a grant of £65,000 from the DCLG towards the funding of the Economic Impact Assessment and through further cost reductions to reflect the decline in the number of planning applications received.

5.2 HRA

As detailed in Appendix 5 there is a current forecasted overspend of £877,000 due a shortfall of income from estate parking and leaseholder service charges (£580,000) and expenditure on essential IT development projects (£315,000).

At the Council's request, Tower Hamlets Homes has produced an action plan to deal with the forecast overspend. This is being considered by officers.

5.3 Risk Areas

Risks have been highlighted under appropriate vote heads in Appendices 4 and 5.

5.4 Savings/Efficiency Targets

Details of progress against targets are shown in Appendix 6.

5.5 Income Collection Performance Targets

Income Stream	Collected in 2009-10 %	2010-11 Target to 30.06.10 %	2010-11 Collected to 30.06.10 %	Direction of Travel
Business Rates	99.29	24.60	30.24	↑
Central Income	86.33	80.00	76.00	↓
Council Tax	94.40	23.76	24.94	↑
Housing Rents	100.10	100.00	99.90	↓
PCNs	62.37	62.00	61.60	↓
Service Charges	109.80	25.00	38.17	↑

6 CAPITAL

- 6.1 The Capital Programme approved by Cabinet on 10th February 2010 showed a total budget of £210,663,000. This has now decreased to £192,790,000. The changes to the budget since the 10th February Cabinet are set out in the table below:

	£'000
Capital Programme (per Cabinet 10th Feb 2010)	210,663
Adults Health and Wellbeing (Slippage from 2009/10 approved at Cabinet 8 th September 2010)	775
Communities Localities and Culture (Approved at Cabinet 7 th April 2010 and subsequent RCDAs)	8,660
Children, Schools and Families (Approved at Cabinet 7 th July 2010)	12,787
Building Schools for the Future (Re-profiling of total budget to reflect realistic spend profile in line with contract progress for each project. Total budget has not reduced, but moved into future years)	-39,166
Chief Executive's and Resources (Slippage from 2009/10 approved at Cabinet 8 th September 2010)	5,416
Development and Renewal (including Housing) (This reflects the Housing Investment Programme approved at Cabinet 10 th March 2010, and also slippage from 2009/10 approved at Cabinet 8 th September 2010)	-6,345
Budget Q1	192,790

6.2 Total spend to the end of Q1 (30th June 2010) represented 10% of budget as follows:

	Annual Budget as at 30-Jun-10	Spend to 30-Jun-10	% Budget Spent
	£'000	£'000	£'000
MAINSTREAM PROGRAMME			
Communities, Localities and Culture	13,430	929	6.9%
Children, Schools and Families	31,221	2,856	9.1%
Adults, Health and Wellbeing	735	21	2.9%
Development and Renewal*	114,785	14,126	12.3%
MAINSTREAM TOTAL	160,171	17,932	11.2%
LOCAL PRIORITIES PROGRAMME (LPP)			
Communities, Localities and Culture	1,364	10	0.7%
Children, Schools and Families	2,631	223	8.5%
Chief Executive	5,416	31	0.6%
Adults, Health and Wellbeing	432	2	0.5%
Development and Renewal*	22,776	1,440	6.3%
LPP TOTAL	32,619	1,706	5.2%
GRAND TOTAL	192,790	19,638	10.2%

* Includes Housing Revenue Account (HRA) and Building Schools for the Future (BSF)

The relatively low spend to date against budget needs to be seen against the spend profile for capital projects for the first quarter of the year being typically low. For example in 2009/10 spend incurred to the end of the first quarter represented 14% of budget but this led to a final outturn position of 85% spend against budget.

6.3 Total projected expenditure for the year, as advised by Directorates managing capital schemes, totals £184,778,000 compared with the budget of £192,790,000, a forecast underspend of £8,012,000. Directorates confirm that their projections are realistic estimates of final actual spend for the year. An analysis of quarterly projections compared to outturn will be submitted to Members after the year end. Projected expenditure compared to budget is as follows:

	Annual Budget as at 30-Jun-10	Projection 2010-11	Forecast Variance
	£'000	£'000	£'000
MAINSTREAM PROGRAMME			
Communities, Localities and Culture	13,430	13,430	0
Children, Schools and Families	31,221	28,527	-2,694
Adults, Health and Wellbeing	735	735	0
Development and Renewal*	114,785	114,410	-375
MAINSTREAM TOTAL	160,171	157,102	-3,069
LOCAL PRIORITIES PROGRAMME (LPP)			
Communities, Localities and Culture	1,364	1,364	0
Children, Schools and Families	2,631	2,577	-54
Chief Executive	5,416	2,748	-2,668
Adults, Health and Wellbeing	432	211	-221
Development and Renewal*	22,776	20,776	-2,000
LPP TOTAL	32,619	27,676	-4,943
GRAND TOTAL	192,790	184,778	-8,012

* Includes Housing Revenue Account (HRA) and Building Schools for the Future (BSF)

6.4 The capital programme for this year has been set on the basis of available capital resources and amended as further resource announcements have been made by Government and other funders, and for Cabinet decisions. The capital programme remains affordable within the resources available.

6.5 Further details of the programme are provided in Appendix 7.

7 PERFORMANCE INFORMATION

7.1 This is the first quarterly monitoring report for the Tower Hamlets Index, covering the period April-June 2010/11 (Quarter 1). The Tower Hamlets Index is made up of 84 Strategic Indicators. These consist of:

- All LAA indicators;
- Key measures of corporate health (usually ex-BVPIs);
- The council's strategic priorities; and
- Some measures of customer satisfaction (usually Annual Residents Survey).

7.2 These are monitored corporately every two months as the Tower Hamlets Index and quarterly in the joint strategic and budget monitoring report.

- 7.3 Performance against our Strategic indicators for Quarter 1 2010/11 is set out in Appendix 1.
- 7.4 The number of Strategic Performance indicators available for reporting fluctuates between periods. Different indicators have different reporting frequencies. Of the 84 indicators in the Strategic Indicator set, 36 (43%) can be reported on this quarter. 29 have in-year targets.
- 7.5 In-year targets have been set for the majority of Strategic Indicators. There are several indicators where it is not appropriate to set in year targets. For example, in year targets against housing delivery are not very helpful, particularly in terms of predicting year end performance. Narrative commentary explaining progress towards these targets will be increasingly important.
- 7.6 The table below sets out performance against target for Strategic Indicators for all reporting periods in 2009/10, and for 2010/11 to date and demonstrates that we are doing considerably better at this point of the year than at the same point in 2009/10.

Reporting Period	GREEN	RED
2009/10		
Apr-May	11 (52.38%)	10 (47.61%)
Q1	11 (50%)	11 (50%)
Jun-Jul	11 (47.82%)	13 (54.16%)
Aug-Sep – Q2	14 (34.14%)	27 (65.85%)
Oct-Nov	10 (28.57%)	22 (60%)
Sep-Dec – Q3	14 (42.42%)	19 (57.57%)
Dec-Jan	15 (38.46%)	23 (58.97%)
Year End	39 (58.2%)	2 (41.8%)
2010/11		
Apr-May	12 (52.1%)	11 (47.9%)
Q1	17 (58.6%)	12 (41.4%)

- 7.7 Of the 29 applicable indicators, 17 of the performance indicators (58.6%) are on track to achieve their end of year target (GREEN). Areas where performance is well above the estimated level for the end of June target are as follows:
- S224 - Percentage residents satisfied with outcome to anti-social behaviour reports

- S226 – Tower Hamlets Homes service charge collected (excluding major works)
- NI117 – 16-18 year olds who are not in education, employment or training (NEET)
- NI150 – Adults receiving secondary mental health services in employment
- NI152a&NI153a – Working age people on out of work benefits & in worst performing neighbourhoods
- NI33i & NI33ii – number of deliberate primary and secondary fires (Arson)

7.8 A total of 13 (59%) indicators have improved performance from this time last year.

7.9 A total of 12 indicators (41.4%) are not meeting their Q1 target, three of which have not met their target by more than 10%. A risk analysis has been undertaken and indicators have been identified as being at risk of failing to achieve their target by the year end. The risk analysis uses a series of risk based criteria to identify which indicators would benefit from further scrutiny at Performance Review Group.

Based on risk – impact

- Performance against target
- Quartile performance (comparison to most recent data available)
- Variance over 10% (comparing actual to target)

Based on risk – likelihood

- Improving (previous reporting period or same period previous year)
- Confidence in recovery (assessment based on comments)

7.9.1 Strategic102, 103, 104 – The percentage of the top paid - LP07 or above - of Local Authority staff that are women / an ethnic minority / have a disability

As in 2009/10, these indicators have been highlighted as being at risk of failing to achieve their year end target. They are all off target, and have not improved since the last reporting period (Apr-May).

The actual for women has deteriorated since this time last year (June 2009) and achieving the end of year target will require an additional 4 women to be recruited to posts at LPO7 or above. The Vacancy Assurance process will support this.

The outturn for ethnic minority staff has deteriorated since the last reporting period (Apr-May). Achieving the end of year target will require an additional 11 BME applicants to be recruited to posts at LPO7 or above. The Vacancy Assurance process will support this and has resulted in one third of appointments at this level since January 2010 being made to BME applicants; however turnover of managers at this level is relatively low. Actions will continue to be taken to provide targeted career development programmes as part of the Council's workforce to reflect the community strategy.

The outturn for staff with a disability has deteriorated since the last reporting period (Apr-May). Achieving the end of year target will require an additional 6 Disabled employees to be recruited to posts at LPO7 or above. A planned staff equality audit will improve data quality which may result in more disabled staff identifying themselves to the Council for monitoring purposes. The audit will take place during 2010/11. Currently only 75% of staff have informed the Council whether or not they are disabled. Increasing the number that respond will provide more accurate data to inform future actions needed to recruit and retain disabled staff.

7.9.2 Strategic223 – Number of social rented housing completions for family housing (gross figures only)

Q1 outturn was 25, compared to an annual target of 405. Even allowing for the fact that the delivery of housing tends to fluctuate and does not occur in a regular pattern across the year, it is not possible for performance to be back on track by the end of 2010/11.

This indicator is closely linked to NI155 (Number of affordable homes delivered) and at the time of setting the 3-year indicator target, we were hopeful that previous years' performance for NI155 would be maintained. However, there have been a number of building projects which have not started on site as forecast, due to the financial climate. As a result of this, there will also be a knock on effect on the delivery of social rented housing (SP223). We are projecting a larger number of completions during 2012/13, a substantial number of which are already on site.

7.9.3 National146 – Adults with learning disabilities into employment

This measure is off target and has deteriorated since this time last year. Most recent official benchmarking shows our current performance on this measure as being bottom quartile (year end 2008/09). However the service reports that the percentage of clients meeting the criteria will increase towards the end of the reporting period, following the pattern in 2009/10, as more

assessments and reviews are completed. The service is therefore confident in meeting its year end target.

Update on Year End Reporting

- 7.10 Since the last report, 3 Strategic indicators are now able to report year end outturns (relating to 2009 calendar year).
- Strategic 413 / NI065 - Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time, 8.03% compared to target of 7%, and 2008/09 outturn of 6.8%. Target missed by 14.7%.
 - LAA NI120a – All age, all cause mortality rate - Male – there was a lower mortality rate than expected, 787 people per 100,000 compared to a target of 804 people – target exceeded by 2.12%
 - LAA NI120b – All age, all cause mortality rate – Female – there was a lower mortality rate than expected, 513 people per 100,000 compared to a target of 555 - target exceeded by 7.6%

8 'You Decide!' Participatory Budgeting Programme

- 8.1 'You Decide!' is Tower Hamlets' innovative participatory budgeting project. The programme of work involves passing decision making responsibility to local residents and allowing them to make decisions over a portion of mainstream council funding. Council departments are working with the LAP Steering Groups to shape exactly how those services will be delivered in their local area. The Steering Groups play a central role in monitoring those services over the year.
- 8.2 Appendix 2 details the delivery of projects purchased through the 'You Decide!' process. This includes new, 2010/11 projects, as well as ongoing two-year projects from 2009/10 and a number of academic-year based projects from 2009/10 for which this is the final delivery quarter. Services have provided comments on individual projects where appropriate. The RAG status indicates the progression of projects according to agreed milestones. The percentage of budget spent is also indicated.

Overview of progress with projects

- 8.3 There were 102 projects purchased in 2010/11 out of a total budget of £2.5 million (including £300,000 from the Communities for Health budget). Out of the 84 projects purchased in 2009/10 there are 7 projects ongoing during 2010/11 due to a two-year spending commitment. As such £365,625 was carried over from the 2009/10 budget.

8.4 This monitoring report includes both projects purchased in 2010/11 and remaining projects from 2009/10 meaning a total of 109 projects and a total budget of £2, 865,625.

8.5 At present 63 of these are on track according to agreed milestones, 39 of these are off target but anticipated to complete on time, and 4 are off target and at risk of not meeting project targets. The below table indicates the performance per LAP.

8.6 Overview of performance by LAP

LAP	Total no. of projects	Complete/On target GREEN	Off Target AMBER	At risk RED
1	18	8	10	0
2	12	7	5	0
3	9	7	2	0
4	13	5	6	2
5	12	10	2	0
6	12	6	6	0
7	12	10	2	0
8	12	7	3	2
Youth	9	3	6	0
<i>Total:</i>	<i>109</i>	<i>63</i>	<i>42</i>	<i>4</i>

8.7 Overview of finance by LAP

The table below indicates the current spend against total budget per LAP. As would be expected in the first quarter, 11% of the budget has so far been committed as many projects have used the period to plan and finalise implementation. It is anticipated that most spend will occur in Quarters Three and Four when capital projects are delivered. A number of projects are tied to the academic year and will commence in September as such some of the funding will roll over into Quarter One of 2011/12.

LAP	Total no. of projects	Total budget	Total spend	% spent
1	18	£468,125 (£415,000 plus £53,125 carryover from 09/10)	£46,931	10%
2	12	£328,125 (£275,000 plus £53,125 carryover from 09/10)	£29,252	9%
3	9	£328,125 (£275,000 plus £53,125 carryover from 09/10)	£29,531	9%
4	13	£328,125 (£275,000 plus £53,125 carryover from 09/10)	£36,242	11%
5	12	£325,000 (£275,000 plus £50,000 carryover from 09/10)	£39,325	12%
6	12	£275,000	£31,949	12%
7	12	£328,125 (£275,000 plus £53,125 carryover from 09/10)	£44,825	14%
8	12	£325,000 (£275,000 plus £50,000 carryover from 09/10)	£39,203	12%
Youth	9	£160,000	£6250	4%
<i>Totals</i>	<i>109</i>	<i>£2,865,625</i>	<i>£303,508</i>	<i>11% (average)</i>

8.8 Risk assessment of individual projects

The 4 projects identified as at risk of not completing their targets (RED) are grouped in five project areas:

8.8.1 Reducing Alcohol's Harm

This project was purchased in LAP 4. The steering group in LAP 4 elected to use £35,000 to enhance the work of the drug and alcohol outreach team. There has been a delay caused by funding arrangements. As such, this has prevented the PCT from recruiting a drug outreach worker through the DAAT by August 2010. It is therefore unlikely that the funding (which will be covering the cost of the post) will be completely spent by the end of the financial year. It is anticipated that we will be able to carry over funds and complete the project's outcomes by Quarter One 2010/11.

8.8.2 Pamper Days

Pamper Days were purchased by LAPs 4 and 8. The original scope of the project was to provide a number of 'pampering days' at The Atrium in a new partnership with Tower Hamlets College. The project was planned to run in line with the academic year from September 2010.

However, the model for the NVQ level course has changed. In its current format, service delivery would not start until January 2011 at the earliest. The service has had a positive meeting with Tower Hamlets College on 13th July and they confirmed their commitment to the project. We expect to resolve the start date issue by the end of September 2010 and hope to bring this closer to the original start date in early September.

8.8.3 Healthy Food Options for Young People

Healthy Food Options were purchased by LAP 8 and the project is being delivered by Tower Hamlets PCT. In other LAPs the Healthy Food Option has been used to deliver Breakfast Clubs. However, LAP 8 already had universal breakfast club provision. The PCT and Council extended services are currently scoping proposals for a suitable project that will be able to deliver from September 2010.

9 **COMMENTS OF THE CHIEF FINANCIAL OFFICER**

- 9.1 This report sets out the performance of the authority against priority performance indicators for the first quarter of the year together with budget monitoring against the General Fund revenue budget, the HRA revenue budget and the capital budget. This represents good practice since it enables performance in both areas to be considered alongside one another and facilitates actions being taken on the basis of a balanced overall view.
- 9.2 The report projects a net General Fund overspend of £0.890m and a net overspend on the HRA of £0.877m. If this were to be carried through to the end of the financial year it would result in decreases in general reserves and housing reserves respectively.
- 9.3 This is the first quarter report and, accordingly, the projected outturn is based on the experience of only a few months. The scope for projected outturns to be over- or under-stated is therefore correspondingly greater than later in the year. However, where overspends are being predicted Corporate Directors, in accordance with Financial Regulations, must keep the position under close, continuous review and, where necessary, identify compensatory savings.

Paragraph 5 and associated appendices detail the actions currently being taken. Additionally the Council Management Team has instigated a monthly monitoring process through which it will oversee expenditure against budget. The Corporate Director – Resources will also monitor closely those directorates that have so far projected adverse material end of year variances.

- 9.4 The report also details expenditure against the capital programme. Although spend to date of £19.638m represents only 10.2% of the programme, past experience suggests that this should lead to outturn performance close to budget and the forecast outturn is £184.778m, 96% of budget.

10 CONCURRENT REPORT OF THE ASSISTANT CHIEF EXECUTIVE (LEGAL SERVICES)

- 10.1 The report provides performance information, including by reference key performance indicators and the budget.
- 10.2 It is consistent with good administration for the Council to consider monitoring information in relation to plans and budgets that it has adopted and agreements entered into such as the local area agreement.
- 10.3 Section 3 of the Local Government Act 1999 requires the Council as a best value authority 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 of performance information is an important way in which that obligation can be fulfilled.
- 10.4 The Council is required by section 151 of the Local Government Act 1972 to make arrangements for the proper administration of its financial affairs. The Council’s chief finance officer has established financial procedures to ensure the Council’s proper financial administration. These include procedures for budgetary control. It is consistent with these arrangements for Members to receive information about the revenue budget as set out in the report.

11 ONE TOWER HAMLETS CONSIDERATIONS

- 11.1 The Council’s Strategic Indicators are focused upon meeting the needs of the diverse communities living in Tower Hamlets and supporting delivery of One Tower Hamlets. In particular, Strategic priorities include the reduction of inequalities and the fostering of strong community cohesion and are measured by a variety of strategic indicators.

12 SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 12.1 An element of the monitoring report deals with environmental milestones within the Safe and Supportive agenda.

13 RISK MANAGEMENT IMPLICATIONS

- 13.1 In line with the Council's risk management strategy, the information contained within the Strategic Indicator Monitoring will assist the Cabinet, Corporate Directors and relevant service managers in delivering the ambitious targets set out in the Strategic Plan. Regular monitoring reports will enable Members and Corporate Directors to keep progress under regular review.
- 13.2 There is a risk to the integrity of the authority's finances if an imbalance occurs between resources and needs. This is mitigated by regular monitoring and, where appropriate, corrective action. This report provides a corporate overview to supplement more frequent monitoring that takes place at detailed level.
- 13.3 The explanations provided by the Directorates for the budget variances also contain analyses of risk factors.

14 CRIME AND DISORDER REDUCTION IMPLICATIONS

- 13.1 The Strategic Indicator set contains a number of crime and disorder indicators under the Safe & Supportive theme, however there are no specific crime and disorder reduction implications.

15 EFFICIENCY STATEMENT

- 15.1 The Efficiency Statement is covered in Appendix 6 of this report.

16 APPENDICES

- Appendix 1 provides an overview of performance for all of the Council's Strategic Indicators (the Tower Hamlets Index) which represent the key priorities for the Council.
- Appendix 2 contains an overview of the current progress of initiatives funded by the Council's participatory budgeting programme by LAP area
- Appendix 3 lists budget/target adjustments and Appendix 3a target adjustment requests
- Appendix 4 provides the budget outturn forecast & explanation of major variances for Directorates for the General Fund

- Appendix 5 provides the budget outturn forecast & explanation of major variances for the HRA
 - Appendix 6 shows progress against planned efficiency savings
 - Appendix 7 provides details of the capital programme
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Local Government Act, 1972 Section 100D (As amended)
List of “Background Papers” used in the preparation of this report

No “background papers” were used in writing this report

PI Ref No	PI Description	Responsible Officer & Directorate	Outturn 2008/09	Target 2009/10	Actual June 2009/10	Target 2010/11	Actual June 2010/11	Variance (comparing actual to target)	Direction of Travel (comparing June 10/11 and June 09/10)	Traffic Light (RED / GREEN)
<p>Theme 1: One Tower Hamlets</p> <p>Percentage of top 5% of earners of Local Authority staff that are women.</p>										
2	Measured in: % (gross pay of top 5% of earners in the authorities excluding all staff in schools) Good Performance: Higher	Steve James Resources Cllr D Edgar	50.47	50	51	50	48	-4.00%	→	RED
<p>Monthly Performance: Achieving the end of year target will require an additional 4 women to be recruited to posts at LPO7 or above. The Vacancy Assurance process will support this.</p>										
3	The percentage of the top 5% of Local Authority staff who are from an ethnic minority. Measured in: % (top-paid 5% are identified by ranking staff according to their gross pay.) Good Performance: Higher	Steve James Resources Cllr D Edgar	17.1	25	16.68	27	24	-11.10%	←	RED
<p>Monthly Performance: Achieving the end of year target will require an additional 11 BME applicants to be recruited to posts at LPO7 or above. The Vacancy Assurance process will support this and has resulted in one third of appointments at this level since January 2010 being made to BME applicants. Turnover of managers at this level is relatively low. If appointments continue to be made at the current rate it would take 2 years to achieve the current target. Actions will continue to be taken to provide targeted career development programmes as part of the Council's workforce to reflect the community strategy.</p>										

PI Ref No	PI Description	Responsible Officer & Directorate	Outturn 2008/09	Target 2009/10	Actual June 2009/10	Target June 2010/11	Actual June 2010/11	Variance (comparing actual to target)	Direction of Travel (comparing June 10/11 and June 09/10)	Traffic Light (RED / GREEN)
4	<p>Strategic10 Percentage of the top paid 5% of staff who have a disability (excluding those in maintained schools.)</p> <p>Measured in: % (top-paid 5% are identified by ranking staff according to their gross pay. Staff who have a disability are those that identify themselves as such in the staff survey, against the definition provided in the Disability Discrimination Act 1995).</p> <p>Good Performance: Higher</p> <p>Monthly Performance: Achieving the end of year target will require an additional 6 Disabled employees to be recruited to posts at LPO7 or above. A planned staff equality audit will improve data quality which may result in more disabled staff identifying themselves to the Council for monitoring purposes. The audit will take place during 2010/11. Currently only 75% of staff have informed the Council whether or not they are disabled. Increasing the number that respond will provide more accurate data to inform future actions needed to recruit and retain disabled staff.</p>	Steve James Resources Cllr D Edgar	2.1	4.7	1.54	5.4	3	-44.40%	↑	RED
5	<p>Strategic10 Number of working days/shifts lost to sickness absence per employee.</p> <p>Measured in: % (the aggregate of working days lost due to sickness absence irrespective of whether this is self certified, certified by a GP or long term divided by the average number of FTE staff)</p> <p>Good Performance: Lower</p> <p>Monthly Performance: Current performance has improved by 0.15 days since May 2010 but remains above the end of year target of 6.5 days.</p> <p>The Corporate Absence Management Panel will be requesting 4 Service Heads whose teams have high levels of absence to attend its next meeting in September to provide assurances that appropriate management action is being taken. All Directorate Absence Management Panels will be requested to provide a report to on their progress and action taken to date.</p>	Steve James Resources Cllr D Edgar	8.95	7	8.54	6.5	8.3	-27.70%	↑	Red

PI Ref No	PI Description	Responsible Officer & Directorate	Outturn 2008/09	Target 2009/10	Actual 2009/10	Target 2010/11	Actual June 2010/11	Variance (comparing actual to target)	Direction of Travel (comparing June 10/11 and June 09/10)	Traffic Light (RED / GREEN)
S1	Response time to members enquiries - % completed within 10 working days - Corporate Measured in: % (The volume of enquiries closed which are answered within 10 working days/total volume of enquiries closed x 100%) Good Performance: Higher	John Williams Chief Executive's Cllr J Peck	76.31	85	86.76	87	91.09	4.70%	↑	GREEN
<p>Actual 09/10 Target 10/11 Target 09/10</p>										
Monthly Performance: Target exceeded										
Z	Percentage of complaints completed in time - Council as a whole - Stage 1 Measured in: % (within 20 working days) Good Performance: Higher	Claire Symonds Resources Cllr J Peck	82	85	92	86	92	5.70%	↑	GREEN
Monthly Performance: Target exceeded										
1a	Variation of projected outturn from budget (+/-) Measured in: £million (variance from budget i.e. 0 equals no budget variance, positive figure equals overspend, negative figure equals underspend) Good Performance: Lower (closer to zero)	Alan Finch Resources Cllr D Edgar	N/A	0	-0.031	0	1,239	NOT MET	N/A	RED

PI Ref No	PI Description	Responsible Officer & Directorate	Outturn 2008/09	Target 2009/10	Actual June 2009/10	Target 2010/11	Actual June 2010/11	Variance (comparing actual to target)	Direction of Travel (comparing June 10/11 and June 09/10)	Traffic Light (RED / GREEN)
<p>Actual 09/10 Target 10/11 Target 09/10 </p>										
<p>Monthly Performance: This zero target means that no matter how small the variance from budget is, the performance will be shown as not met. The Council closely monitors spend during the year through monthly budget monitoring with Managers, Service Heads, and Corporate Directors and quarterly reporting at both Directorate Management Teams and at the Corporate Management Team level. These measures ensure that there is necessary control and challenges of budget spend.</p>										
Strategic 10 9A	Customer Access volumes (channel shift) - total number of visits to Council Hot Lines Measured in: % (in conjunction with 109a/b/c, showing trends in contact volumes and in shifts between access channels) Good Performance: Lower	Claire Symonds Resources Cllr J Peck	N/A	N/A	670,000	N/A	57,045	N/A	N/A	N/A
Strategic 10 9B	Customer Access volumes (channel shift) - total number of visits to Council One Stop Shops Measured in: % (in conjunction with 109a/b/c, showing trends in contact volumes and in shifts between access channels) Good Performance: Lower	Claire Symonds Resources Cllr J Peck	N/A	N/A	238,379	N/A	19,529	N/A	N/A	N/A
Strategic 10 9C	Customer Access volumes (channel shift) - total number of visits to Council Websites Measured in: % (in conjunction with 109a/b/c, showing trends in contact volumes and in shifts between access channels) Good Performance: Higher	Claire Symonds Resources Cllr J Peck	N/A	N/A	N/A	N/A	189,160	N/A	N/A	N/A
<p>Monthly Performance: The indicators 109a/b/c will track changes and trends in contact volumes for the three key customer access channels - face to face, telephone and web/internet. Encouraging channel shift from the more expensive channels (eg face to face) to the cheaper (eg web) is a key part of the Corporate Channel Strategy and offers opportunities for considerable savings. Channel shift is likely to be gradual and will follow specific initiatives arising from the Channel Strategy over time. Patterns are unlikely to emerge until later in 2010/11 and into 2011/12. As contact volumes are customer-driven, and the Corporate Customer Access Strategy encourages free choice for residents to use the channels they prefer, specific targets for each access channel are inappropriate. 109a,b and c should be seen as indicators of activity over time, rather than performance targets. 233k people visited the council Websites in May because of the elections and election results. Website usage fell back to a more stable 198k in June.</p>										

PI Ref No	PI Description	Responsible Officer & Directorate	Outturn 2008/09	Target 2009/10	Actual June 2009/10	Target 2010/11	Actual June 2010/11	Variance (comparing actual to target)	Direction of Travel (comparing June 10/11 and June 09/10)	Traffic Light (RED / GREEN)
<p> Actual 09/10 Target 10/11 Target 09/10 </p>										
Strategic11 0a	Customer Access Overall Satisfaction Measured in: % Good Performance: Higher	Claire Symonds Resources Cllr J Peck	N/A	N/A	N/A	90	89.3	-0.80%	N/A	RED
<p> Monthly Performance: First reported quarter. This indicator demonstrates levels of customer satisfaction with access to Council services using the Council's three main access channels (telephone, face to face and web site). Every customer who comes into contact with the Council via these channels is offered an automated survey - either by phone immediately after completing their call, by touch screen in the One Stop Shops or by web pop-up - to assess their level of satisfaction with the transaction. Target for the first quarter was narrowly missed. Improvement plans will focus on (i) staff in phone and face to face environments providing full and detailed answers to customer queries and (ii) improvements to the web site based on customer surveys and comments. </p>										
Strategic11 1	First contact resolution of calls to Hot Lines Measured in: % of people who answered positively to "How satisfied were you that your call today resolved the issue that you phoned us about?" Good Performance: Higher	Claire Symonds Resources Cllr J Peck	90	90	90	91	90.2	-0.90%	↑	RED
<p> Monthly Performance: Performance shows increase from 89.7% last month to 90.2% this month (June). Briefing sessions for staff to be arranged to re-emphasise importance of clear and full resolution of queries. </p>										

PI Ref. No	PI Description	Responsible Officer & Directorate	Outturn 2008/09	Target 2009/10	Actual June 2009/10	Target June 2010/11	Actual June 2010/11	Variance (comparing actual to target)	Direction of Travel (comparing June 10/11 and June 09/10)	Traffic Light (RED / GREEN)
<p>Legend: Actual 09/10 Target 10/11 Target 09/10</p>										
Theme 2: A Great Place to Live										
Strategic2014 National154	Net additional homes provided	Jackie Odunoye								
	Measured in: Number (the sum of new build completions, minus demolitions, plus any gains or losses through change of use and conversions) Good Performance: Higher	Development & Renewal Cllr M Francis	2839	2999	N/A	2999	92	N/A	N/A	N/A
	Monthly Performance: Housing delivery is not evenly spread across the year, as the delivery of housing tends to fluctuate and does not occur in a regular pattern, and therefore profiling an indicative target borne out of the annual 2999 figure is problematic. In previous years the profiling of in year targets, borne out of the annual target has led to this indicator inaccurately being flagged as off target as housing completions are normally loaded towards the end of the financial year. Moreover, completions on this indicator are reconciled at year end prior to the Annual Monitoring Report's submission which also identifies additional units completed throughout the year. Consequently, quarterly underperformance (particularly at the beginning of the financial year) for these indicators, is not necessarily an indication of the target being at risk. Bearing the above in mind the 92 additional homes indicated below for Q1 2010/2011 represents an indicative rather than a final figure. Moreover for Q1 we have been unable to fully reconcile the completions for this quarter owing to our annual review of the the PPOG Model baseline population. Hence the figure reported is indicative and lower than what has been delivered.									
Strategic2014 National155	Number of affordable homes delivered (gross)	Jackie Odunoye								
	Measured in: Number (the sum of social rent housing and intermediate housing - low cost home ownership and intermediate rent) Good Performance: Higher	Development & Renewal Cllr M Francis	1064	1287	N/A	1287	116	N/A	N/A	N/A
	Monthly Performance: 1287 is an annual target. Housing delivery is not evenly spread across the year, as the delivery of housing tends to fluctuate and does not occur in a regular pattern. The annual target for NI 155 of 1287 units was calculated with reference to a 3 year target, and at the time of setting these targets, we were hopeful that previous years' performance would be maintained. However, there have been a number of building projects which have not started on site as forecast, due to the financial climate. However, we are projecting a larger number of completions during 2012/13, a substantial number of which are already on site. Although it is not possible for performance to be back on track to meet the 2010/11 target of 1287, in line with the 3 year LAA target, and an overachievement of 50% in 09/10, 866 affordable homes need to be delivered in 2010/11 to meet the 3 year LAA target of 3861.									

PI Ref No	PI Description	Responsible Officer & Directorate	Outturn 2008/09	Target 2009/10	Actual June 2009/10	Target June 2010/11	Actual June 2010/11	Variance (comparing actual to target)	Direction of Travel (comparing June 10/11 and June 09/10)	Traffic Light (RED / GREEN)
Strategic223	Number of social rented housing completions for family housing (gross figures only) Measured in: Number (a count of the number of affordable housing - local authority, housing associations, and co-operative tenants. Family housing is 3 bedrooms or more) Good Performance: Higher	Jackie Oduoyo Development & Renewal Cllr M Francis	393	405	619	N/A	405	25	N/A	N/A
	Monthly Performance: 405 is an annual target. Housing delivery is not evenly spread across the year, as the delivery of housing tends to fluctuate and does not occur in a regular pattern. It is not possible for performance to be back on track by the end of the financial year 2010/11. The annual target for NI 155 (Number of affordable homes delivered) of 1287 units was calculated with reference to a 3 year target, and at the time of setting these targets, we were hopeful that previous years' performance would be maintained. However, there have been a number of building projects which have not started on site as forcast, due to the financial climate. As a result of this, there will also be a knock on effect on the delivery of social rented housing (SP223). We are projecting a larger number of completions during 2012/13, a substantial number of which are already on site.									
Strategic201 LAALocal	The number of households who considered themselves as homeless, who approached the local authority's housing advice services), and for whom housing advice casework intervention resolved their situation. Measured in: Number (the number of cases assisted through successful casework intervention divided by the number of households - per thousand households) Good Performance: Higher	Jackie Oduoyo Development & Renewal Cllr M Francis	8.87	8	11	2.2	12.00	2.4	N/A	N/A
	Monthly Performance:									
Strategic224	Percentage residents satisfied with outcome to ASB Measured in: % Good Performance: Higher	Jackie Oduoyo Development & Renewal Cllr M Francis	47.6	60	67	37	65	75	15.38%	GREEN

PI Ref No	PI Description	Responsible Officer & Directorate	Outturn 2008/09	Target 2009/10	Actual 2009/10	Target 2010/11	Actual June 2010/11	Variance (comparing actual to target)	Direction of Travel (comparing June 10/11 and June 09/10)	Traffic Light (RED / GREEN)
<p>Monthly Performance: Target exceeded.</p> <p> Actual 09/10 Target 10/11 Target 09/10 </p>										
<p>Strategic22Z</p> <p>Rent collected as percentage of rent due</p> <p>Measured in: %</p> <p>Good Performance: Higher</p>	Jackie Odunoye Development & Renewal Cllr M Francis	99.66	100.01	99.97	100	100	100	100	Met	GREEN
<p>Monthly Performance: The target of 100% has been missed. However, in the month of June collection levels were at 110.52% and have almost reached target year to date (currently at 100.7%). A range of initiatives have been set up in order to achieve target:</p> <p>i) Saturday working is currently being undertaken at least once a month to improve both customer access and arrears recovery. ii) From July arrears staff are required to make phone contact with all new tenants whose accounts are in arrears in the first month.</p> <p>iii) Direct Debit continues to be promoted with DD mandates enclosed with quarterly rent statements. iv) Relevant articles continue to be published in Open Door.</p> <p>These initiatives are ongoing and it is anticipated that this will help to achieve target by the end of the calendar year.</p>										
<p>Strategic22C</p> <p>Number of physical visits to public library premises</p> <p>Measured in: Number (based on a one week sample, an estimate of the total number of visits by members of the public to libraries for whatever purpose)</p> <p>Good Performance: Higher</p>	Heather Bonfield Communities, Localities & Culture Cllr D Jones	9,284.76	9,361.80	9,396.52	2,092,651	504,329	543,585	7.80%	n/a	GREEN
<p>Monthly Performance: Target exceeded. Please note that there has been a definition change for this indicator. The measurement is now a straight count of numbers of users as opposed to dividing per 1,000 population.</p>										
<p>LAAN04Z</p> <p>National04Z</p> <p>Strategic23B</p> <p>People killed or seriously injured in road traffic accidents</p> <p>Measured in: % change in number of people killed or seriously injured during the calendar year compared to the previous year</p> <p>Good Performance: Higher (Lower)</p>	Jamie Blake Communities, Localities & Culture Cllr A Ullah	-9.1	3.3	4.5	12.7 (100)	(25)	(27)	-8.00%	N/A	RED

PI Ref No	PI Description	Responsible Officer & Directorate	Outturn 2008/09	Target 2009/10	Actual June 2009/10	Target 2010/11	Actual June 2010/11	Variance (comparing actual to target)	Direction of Travel (comparing June 10/11 and June 09/10)	Traffic Light (RED / GREEN)	
Strategic211-National192	<p>Percentage of household waste sent for reuse, recycling and composting</p> <p>Measured in: % (total tonnage of household waste collected which is sent for reuse, recycling, composting or anaerobic digestion divided by total tonnage of household waste collected.)</p> <p>Good Performance: Higher</p>	Jamie Blake Communities, Localities & Culture Cllr S Ali	19,262	26	26.51	23.97	32	27.47	27.55	0.30%	GREEN
	<p>Monthly Performance: Target Exceeded</p>										
	<p>Monthly Performance: This indicator is based on the percentage change in number of people killed or seriously injured during the calendar year compared to the previous year. The figures are based on a 3 year rolling average, up to the current year and are reported annually by calendar year.</p> <p>However, for the purpose of in-year reporting, the actual number of people killed or seriously injured (KSIs) will be reported. The figures are released from the London Accident Analysis Unit and are based on the calendar year. Our 2010/11 target of a 12.7% positive change in the number of people KSI equates to 100 people.</p> <p>There is a time lag in reporting this indicator. The latest provisional figures show that this indicator is slightly off target: January to the end of April 2010 the number of KSI's was 27 against an in-year estimate of 25.</p>										

PI Ref No	PI Description	Responsible Officer & Directorate	Outturn 2008/09	Target 2009/10	Actual June 2009/10	Target June 2010/11	Actual June 2010/11	Variance (comparing actual to target)	Direction of Travel (comparing June 10/11 and June 09/10)	Traffic Light (RED / GREEN)
<p>Actual 09/10 Target 10/11 Target 09/10</p>										
Theme 3: A Prosperous Community										
Strategic Objective National 17	16 to 18 year olds who are not in education, employment or training (NEET)	Mary Durkin Children, Schools & Families Cllr S Khatun	6.7	6.25	6	8.6	5.5	8.1	6.4	21%
	Measured in: % Good Performance: Lower									
	<p>Monthly Performance: The estimate for June 2010 is 8.1% - this is the LA monthly reduction target set to incrementally reduce the NEET figure over the course of the year. However, we have achieved 6.4% in June 2010 and therefore met the June estimated target. The NEET figures are seasonal and figures have to be compared with the same period last year in order to identify trends. The June 2010 of 6.4% compares to 8.6% in June 2009, representing a 2.2 percentage points reduction in reducing NEET.</p> <p>In real terms, the NEET figure is down by 94 in comparison with the same period last year: June-09: 16-18 actual Adjusted NEET number: 379 June-10: 16-18 actual Adjusted NEET number: 285</p> <p>The Authority is continuing to reduce the number of young people who are NEET in line with our monthly targets and are on track to achieve the annual target of 5.5% for 2010/11.</p>									
Strategic Objective National 16	Adults with learning disabilities into employment	Helen Taylor Adults, Health & Wellbeing Cllr R Saunders	3.3	3.1	3.4	N/A	3.1	0.85	0	Not Met
	Measured in: % Good Performance: Higher									
	<p>Monthly Performance: Performance increases as Assessments and Reviews are carried out in the reporting year. In 2009/10 we experienced a large number of clients meeting criteria in the latter months of the year. It is therefore expected that an increase in performance will be reporting over the next few months.</p>									

PI Ref No	PI Description	Responsible Officer & Directorate	Outturn 2008/09	Target 2009/10	Actual 2009/10	Target 2010/11	Actual June 2010/11	Variance (comparing actual to target)	Direction of Travel (comparing June 10/11 and June 09/10)	Traffic Light (RED / GREEN)
Strategic3.0. National150	Adults receiving secondary mental health services in employment Measured in: % Good Performance: Higher	Helen Taylor Adults, Health & Wellbeing Cllr R Saunders	2.4	3.5	4.8	3.5	6.1	74.30%	N/A	GREEN
<p>Monthly Performance: This indicator is derived from data submitted to LBTH by the East London Mental Health Foundation Trust. Any indicator result placed in the system is liable to change and remains provisional until the we have confirmed the outcome with the Trust.</p>										
Strategic3.1. National151	Overall employment rate (working age) Measured in: % Good Performance: Higher	Nick Smales Development & Renewal S Islam	60.8	54.9	60.4	55.7	61	9.50%	↑	GREEN
<p>Monthly Performance: Target exceeded</p>										

PI Ref No	PI Description	Responsible Officer & Directorate	Outturn 2008/09	Target 2009/10	Actual June 2009/10	Target 2010/11	Actual June 2010/11	Variance (comparing actual to target)	Direction of Travel (comparing June 10/11 and June 09/10)	Traffic Light (RED / GREEN)
Strat0312 - National02a	Working age people on out of work benefits. By May 2011 (Q2 data) narrow the gap to the England average rate to a maximum of -5.7 percentage points. Measured in: % (This indicator measures the percentage of the working age population who are claiming out of work benefits - reducing the gap from the national average.) Good Performance: Higher	Nick Smales Development & Renewal Cllr S Islam	N/A	-5.7	-4.9	-5.7	-4.9	1.4%	N/A	GREEN
<p>Monthly Performance: Target met, as the gap between LBTH and the England average rate is less than - 5.7 percent. The gap is currently -4.9 percent. As new data is published quarterly, monthly change is not necessarily monitored.</p>										
Strat0313 - National02a	Working age people claiming out of work benefits in the worst performing neighbourhoods. By May 2011 (Q2 data) extend the lead over the England average rate to at least 3.1 percentage points Measured in: % (This indicator measures the percentage of the working age population who are claiming out of work benefits in the lowest performing neighbourhoods - reducing the gap from the national average) Good Performance: Higher	Nick Smales Development & Renewal Cllr S Islam	N/A	3.1	4.4	3.1	4.4	41.90%	N/A	GREEN
<p>Monthly Performance: Target met. TH have a 4.4 percentage points lead over the England average rate. (August 2009 data). TH: 26.8%, England: 31.2%</p> <p>The Council and its partners are targeting through various projects people on benefit to take up paid work. Working Neighbourhood Fund (WNF) activities target those at a greater disadvantage during the recession as those further away from the labour market remain harder targets for support. Through the use of WNF a range of employment related activities to complement the services of Jobcentre plus and the Learning and Skills Council are anticipated with a target of 4,000 additional residents into employment.</p> <p>Skillsmatch job brokerage service will be embedded within the East London Business Place programme, capturing job vacancies from the growth of the small business sector. The Councils is also trying to maximise employment, placement, apprenticeships and training opportunities for workless people in the public sector. It is anticipated to develop a range of apprenticeships and/or internships linking vocational diplomas to employed status traineeships.</p>										

PI Ref No	PI Description	Responsible Officer & Directorate	Outturn 2008/09	Target 2009/10	Actual 2009/10	Target 2010/11	Actual June 2010/11	Variance (comparing actual to target)	Direction of Travel (comparing June 10/11 and June 09/10)	Traffic Light (RED / GREEN)	
<p>Legend: Actual 09/10 Target 10/11 Target 09/10</p>											
<p>Theme 4: A Safe and Supportive Community</p>											
Strategic13- National055	Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time Measured in: % Good Performance: Lower	Helen Lincoln Children, Schools & Families Cllr S Khatun	6.8	7	8.03	9-13%	11.67	Met	↔	GREEN	
<p>Monthly Performance: Provisionally, performance in June was 11.67%. This is within the agreed target bandwidth of 9-13%. The target bandwidth has been set based on the LBTH performance range within the last three years. Banding for this indicator describes good performance as being between 9-13%. A very low level may mean that a local authority is not submitting some children to a Child Protection Plan who are in need. Conversely, a high level may suggest that the professionals responsible for the child's welfare are not intervening effectively to bring about the required changes. It is also expected that each child's individual circumstances will differ and therefore a zero percentage return on this indicator is not expected.</p>											
Strategic12- National035	Carers receiving needs assessment or review and a specific carer's service, or advice and information Measured in: % (number of carers whose needs were assessed or reviewed by the council in a year who received a specific carer's service, or advice and information in the same year as a percentage of people receiving a community based service in the year) Good Performance: Higher	Deborah Cohen Adults, Health & Wellbeing Cllr R Saunders	30.1	25.9	33.9	30.90	7.4	7.9	2.6	↕	GREEN
Strategic02- National015	Number of most serious violent crimes per 1,000 population Measured in: Number (No. of recorded most serious violent crimes/total population x 1000) Good Performance: Lower	Andy Bamber Communities, Localities & Culture Cllr A Ullah	2.35	2.28	2.14	2.0972	0.64	0.52	Met	↕	GREEN

PI Ref No	PI Description	Responsible Officer & Directorate	Outturn 2008/09	Target 2009/10	Actual June 2009/10	Target June 2010/11	Actual June 2010/11	Variance (comparing actual to target)	Direction of Travel (comparing June 10/11 and June 09/10)	Traffic Light (RED / GREEN)
<p>Actual 09/10 Target 10/11 Target 09/10</p>										
<p>Monthly Performance: Target exceeded</p>										
Strategic03 - National016	Number of serious acquisitive crimes per 1,000 population Measured in: Number (No. of recorded serious acquisitive crimes/total population x 1000) Good Performance: Lower	Andy Bamber Communities, Localities & Culture Clir A Ullah	25.51	25.05	20.29	20.09	5.17	-3%	↑	RED
<p>Monthly Performance: We are slightly off target for the April to June Period. Resources have been made available for dispersal zones that will be in place for July and August to tackle both violence and acquisitive crimes. Furthermore, proactive operations to continue to arrest prolific offenders as well as deter opportunistic criminals. It is expected target to be met and exceeded at the end of the year.</p>										
Strategic07 - National033	Arson incidents - Number of deliberate primary fires per 10,000 population. Measured in: Number (Primary is casualty, rescue or escape) Good Performance: Lower	Andy Bamber Communities, Localities & Culture Clir A Ullah	9.99	11.9	7.3	11.5	2.59	10.10%	↑	GREEN
<p>Monthly Performance: Target Exceeded</p>										

PI Ref No	PI Description	Responsible Officer & Directorate	Outturn 2008/09	Target 2009/10	Actual June 2009/10	Target June 2010/11	Actual June 2010/11	Variance (comparing actual to target)	Direction of Travel (comparing June 10/11 and June 09/10)	Traffic Light (RED / GREEN)	
Strat0008, National0331	Number of deliberate secondary fires per 10,000 population. (Atson) Measured in: Number (Secondary is not involving property & did not involve casualties or rescues) Good Performance: Lower	Andy Bamber Communities, Localities & Culture Cllr A Ullah	20.99	35.8	11.43	1.69	34.7	8.68	3.81	56.10%	GREEN
	Monthly Performance: Target exceeded										
Strat0005, National019	Rate of proven re-offending by young offenders aged 10-17 Measured in: Number (average number of re-offences per young person) Good Performance: Lower	Mary Durkin Children, Schools & Families Cllr S Khatun	1.1	1.13	1.15	N/A	1.08	1.13	1.15	-1.80%	RED
	Monthly Performance: An analysis of reoffending by the 2009/10 cohort indicates that a small number of habitual reoffenders committed a disproportionately large number of offences. Reoffending was particularly high in the 1st quarter, which skewed the out-turn. The Youth Offending Service has increased its provision of diversionary programmes for young people in need of intensive supervision and support.										
Strat0020, National020	Theme 5: A Healthy Community Stopping smoking Measured in: number Good Performance: Higher	Alwen Williams Primary Care Trust	1253	1043	1489	N/A	1061	N/A	175.44	N/A	N/A
	Annual Performance: This measure defines quitters as those who have stopped smoking for a period of at least 4 weeks per 100,000 of the population in Tower Hamlets. Performance to May 2010 is 174.55 towards an annual target this year of 1061. This represents 320 people. For 2009/10 at 1489, the target of 1043 was exceeded by 42.76%, representing 2,716 people quitting smoking.										

LAP 1

Community Plan Theme Project		RAG	Comments/Progress	Budget	Spent	RAG/%	Finance Comments
A Great Place to Live	Better Street Lighting		Service is awaiting a decision from LAP steering group as to which option to proceed with. This will be made by the end of July. Option 1 - The cleaning of all lanterns in a ward, together with all bulbs being renewed would have the following impacts across the whole ward: better lighting and fewer lights failing. Option 2 - Lap Steering Group members may be aware of particular streets which feel darker than others. The funding available will probably be sufficient to improve lighting in one or two streets by installing one or two new columns and upgrading lighting levels.	£15,000	£0	0%	
	Park Improvement Project		The LAP 1 Steering Group have agreed to allocate £15,000 towards a feasibility study exploring the disused toilet block in Museum Gardens and bike storage facilities in the Bethnal Green Gateway area. The remaining funding (£35,000) will be allocated to improvements in Allen Gardens. Due to the delays in decision making this has affected the timescales for the improvement projects, but it is hoped that delivery will still be achieved in this financial year.	£50,000	£0	0%	
	Tree and Shrub Planting		No progress as we are still awaiting preferred locations from Lap 1 Steering Group. We hope to have this by the end of August	£20,000	£0	0%	
A Healthy Community	Healthy Food options for young people		Breakfast Clubs at Rachel Keeling Nursery School and St John's Primary School, Rachel Keeling Community Gardens and Food Growing Project	20,000	£0	0%	SLA drawn up; transfer of funding (and delivery) will occur from start of academic year (Sept 10). £20,000 to be spent on breakfast club, £15,000 on food growing project

Community Plan Theme Project		RAG	Comments/Progress	Budget	Spent	RAG/%	Finance Comments
	Learn To Swim		Options paper to be submitted to LAP Steering Group to determine the format of the programme. However, the preferred option is free places on the GLL London Swim school which will be offered to non-swimming TH residents as part of the PB Programme. Likely to be 1 adult course, 1 child course (Sept - Dec term, to be confirmed)	£7,000	£0	0%	Until sessions are organised there is no spend
A Prosperous Community	Early GCSE in languages		14 students have been entered into GCSE as a result of the 2009/10 funding. Results are due in August and will be shared in next monitoring report. 2010/11 funding: Publicity materials have been distributed and recruitment for September is under way. Final enrolment will take place during the Opening Day Celebration on 12 September. Classes have been moved to the Bethnal Green Centre.	£35,000	£5,761	16%	
	Engaging young people in community events		Project has been delayed due to the departure of key staff member. Will now be delivered in the Autumn 2010. Will then be followed up in relation to events programme for remainder of 2010 and 2011 in order to give opportunities for putting training into	£7,000	£0	0%	No financial commitments have been made while there is still uncertainty over whether this is still one event covering two LAPs
	Job Fair		Initial discussions with Third Sector Organisations took place. Discussions with Skillsmatch have also taken place. Feedback from LAP Steering Groups mixed, whether to have one event or several, whether to target young people or all residents, what venue is most appropriate. If go ahead given then intention to invite partners (JC+ etc.) to meeting in July to finalise project plan, costings etc. present to LAP Steering Group by end of July. Marketing to begin early August for event in mid to late September.	£5,000	£0	0%	

Community Plan Theme Project		RAG	Comments/Progress	Budget	Spent	RAG/%	Finance Comments
	Skillsmatch Graduate Placements		6 new candidates have been engaged and registered during Quarter 1 and have been in receipt of ongoing job preparation, screening and matching. Placements are currently being secured for start dates in Quarter 2. As these are recruited individually, timelines for each placement will vary dependent on employer.	£11,000	£0	0%	No spend to date, as candidates have yet to be enrolled onto placement.
	Youth Disabilities & SEN Employment Project		Placement opportunities are currently being arranged with the Council and its partners. Engagement work is taking place to broaden the roles available.	£5,000	£0	0%	
	Extended Learning/Study Support(ongoing from 2009/10 and continuing for 2010/11)		Funding from 2009/10 provided the Building Exploratory Project by Design. The projects funded in 2010/11 will begin in September in line with the academic year	£30,000	£0	0%	The funding for 2009/10 was fully spent by the end of the academic year
A Safe and Supportive Community	Handy Person		Handyperson services commenced on 1 July 2010. Age Concern were met on 24th June to agree outcomes for the Service Level Agreement, which has now been drafted.	£17,500	£2,500	14%	

Community Plan Theme	Project	RAG	Comments/Progress	Budget	Spent	RAG/%	Finance Comments
Zero tolerance policing			<p>You Decide funding has enabled LAP 1 teams to conduct additional high visibility patrols in crime hotspots. Weavers team worked with local residents in the Turin Estate to tackle ASB and disorder. Local residents joined officers on patrol. Local information led to the discovery of stolen property - a suspect was identified and arrested. A 'Day of Action' took place on 3rd June 2010 whereby officers were joined by local estate officers and Tower Hamlets Enforcement officers to sweep through the estate checking for stolen property in electrical cupboards and securing those cupboards with broken locks. Crime prevention advice was also provided to local residents in the Turin Estate area. Similar operations have also run in Emmott Street, E2. Police conducted a plain clothes policing operation to tackle information from local residents as to antisocial behaviour occurring in the local churchyard at ST Matthews Churchyard. Police have conducted additional licensing patrols. 16 arrests in total.</p>	£35,000	£7,645	22%	
Drug Outreach Worker (ongoing from 2009/10 spend)			<p>During the last quarter outreach workers made a total of 94 interventions within LAPs 1&2. Specifically within LAP 1 - 4 people were referred into alcohol treatment services and 3 referred into drug treatment services - there were 3 referrals for people who were sleeping rough and 19 individuals were referred or signposted into meaningful activity groups. Currently we are providing regular patrols at Arnold Circus and Cambridge Health road as well as covering many local THH estates.</p>	£85,000	£42,500	50%	<p>The total budget includes funding from 2009/10. Due to late start will actually complete in Q1 of financial year 2011/12.. As such spend for Q1 for 2010/11 has been £10,625.</p>

Community Plan Theme Project		RAG	Comments/Progress	Budget	Spent	RAG/%	Finance Comments
YISP - Youth Inclusion & Support Panel			<p>Intensive Support Total no. of c/yp received intensive support: 26</p> <p>New Referral and case closed April: 13 new referral, 1 closed May: 2 new referral, 0 case closed June: 0 new referral, 5 case closed</p> <p>Gender 9 (F) 17 (M)</p> <p>Ethnicity White: 10 Bangladeshi: 12 Somali: 1 Black Caribbean: 3</p> <p>Low Intensive Support No. of c/yp registered: 27 No. of sessions delivered: 17</p> <p>At the end of March 2010, 25 c/yp remained on intensive intervention with key work support. Our main source of referral during this Qtr was from Children's Social Care Services and from parents.</p>	£35,000	£7,900	23%	
Support for Carers: Leisure Passes			<p>The chosen option is leisure passes for carers. Discussions have taken place with GLL and are finalising the system for carers to get letter from Carers Centre and present at Leisure Centres</p>	£10,000	£0	0%	
YIP			<p>Annual Target: 50. Quarter 1: 11 young people engaged on the programme to date. 2 young people have refused to engage and 6 cases are pending in the process of getting engaged. YIP has been getting a high number of referrals from LAP1 based agencies but most of these cases fall in the LAP2 Catchment area.</p>	£50,000	£12,500	25%	

Community Plan Theme Project		RAG	Comments/Progress	Budget	Spent	RAG/%	Finance Comments
	THEO Operation		Service is still awaiting a decision from LAP1 steering group for direction on activities as LAP steering group was postponed. This will happen at steering group meeting on 12th August. Once the decision was made the service will start to roll out operations.	£35,000			
				£78,806		0%	

Community Plan Theme Project		RAG	Comments/Progress	Budget	Spent	RAG/%	Finance Comments
Community Plan Theme Project		RAG	Comments/Progress	Budget	Spent	RAG/%	Finance Comments
A Great Place to Live	Park Improvement Project		The non-quora of the steering group agreed in principle that the funding should be used to fund improvement in Allen Gardens on 27th July. Until this has been confirmed the projects can't progress any further. Due to the increasingly tight timescales on these projects it is important that we get agreement as soon as practicable to permit delivery in this financial year.	£50,000	£0	0%	
	Day Trips		Methodology for use of funding agreed with AHWB. Also agreement to use LinkAge plus Centres as contact points. Delays in release of You Decide funding have meant that LinkAge Plus sites have been unable to draw down funding. This funding has now been released to directorates. A programme of trips for Lap 2 is being developed and bookings are now being taken.	£10,000	£0	0%	
	Public Realm Traffic Calming Improvements		There has been a delay in making a decision where the site can be located. Service is awaiting proposed sites from Steering Group after walkabout. Living Streets plan to carry out a street audit of Tent St - identified by Cllr Islam as most suitable - between 6-7pm when traffic is heaviest. They will feed back findings to project officer.	£18,000		0%	
A Healthy Community	Reducing Alcohol Harm		Recruitment of secondary school complete. Detailed plan to operationalise work to include recruitment of students, training, support and monitoring being developed currently. Recruitment of pupils to commence in September.	£35,000	£0	0%	

Community Plan Theme Project		RAG	Comments/Progress	Budget	Spent	RAG/%	Finance Comments
A Prosperous Community	Early GCSE in Languages		Brady Arts Centre is the chosen venue for the project. Enrolment is under way - we are still awaiting figures. Enrolment will continue up until the Open Day Celebration on 12 September. Classes begin on 19 September.	£35,000	£1,965	6%	
	Youth Disabilities & SEN Employment Project		Placement opportunities are currently being arranged with the Council and its partners. Engagement work is taking place to broaden the roles available.	£5,000	£0	0%	No spend as yet.
	Skillsmatch Graduate Placements		During Q1, 4 graduates from Lap 2 started placement. 9 new candidates from Lap 2 were engaged and subsequently registered and provided with job preparation and screening and matching.	£22,000	£3,500	16%	Based on weekly allowance total £133 per candidate.
	Study Support (ongoing from 2009/10 and bought for 2010/11)		Funding from 2009/10 provided the following activities for the final academic term; Swanlea - Bicycle Maintenance Project, Film Making Course, Visual Arts Project, Capoeira Dance Lessons, Specialist Study Support, Theatre Workshop Course Activities bought for 2010/11 will commence in September in line with the academic year	£20,000	£0	0%	The study support was bought in 2009/10 and this represents the final quarter of delivery as project was delivered in the academic year. A new programme of activity will commence in September 2010.
A Safe and Supportive Community	Handy Person		Handyperson services commenced on 1 July 2010. Age Concern were met on 24th June to agree outcomes for the Service Level Agreement, which has now been drafted.	£17,500	£2,500	14%	

Community Plan Theme	Project	RAG	Comments/Progress	Budget	Spent	RAG/%	Finance Comments
Zero tolerance policing			<p>You Decide funding has enabled LAP 2 teams to conduct additional high visibility patrols in crime hotspots. Increased patrols have resulted in 6 ASBOs. Enforcement of these ASBOs has also seen one arrest for Breach of ASBO. Increased disorder patrols funded by You Decide has resulted in 11 arrests. Officers have been working with local residents to identify dangerous dogs. Two warrants have been executed to date to tackle this issue. Advice is also being given to local dog owners by the specialist dog unit. Officers have worked with local residents in tackling ASB in Altab Ali Park. Police have worked with THEOs to enforce the Drinking Controlled Zone. Additional activity funded by You Decide has ensured that ASB has now been removed from the park and that local residents now gather in the park to eat picnics. The majority of the additional operations have been high visibility patrols to address crime and ASB, including in the Chicksand Estate and Spitalfields area.</p>	£35,000	£2,762	8%	
Drug Outreach Worker (ongoing from 2009/10 spend)			<p>During the last quarter, outreach workers made a total of 94 interventions within LAPs 1&2. Specifically within LAP 2: 5 people were referred into alcohol treatment services and 5 referred into drug treatment services. 1 referral was made for a rough sleeper and 26 individuals were referred or signposted into meaningful activity groups. Currently we are providing regular patrols around Cephas Street, Frank Dobson Square and the Aldgate Underpass.</p>	£85,000	£42,500	50%	<p>The total budget includes funding from 2009/10. Due to late start will actually complete in Q1 of financial year 2011/12.. As such spend for Q1 for 2010/11 has been £10,625.</p>

Community Plan Theme	Project	RAG	Comments/Progress	Budget	Spent	RAG/%	Finance Comments
	YISP - Youth Inclusion & Support Panel	Orange	<p>Intensive Support Total no. of c/yp received intensive support: 12 New Referral and case closed April: 2 new referral, 1 closed May: 0 new referral, 0 case closed June: 3 new referral, 2 case closed</p> <p>Gender 4 (F) 8(M)</p> <p>Ethnicity White: 1 Bangladeshi: 8 Indian: 1 Turkish: 2</p> <p>Low Intensive Support No. of c/yp registered: 28 No. of sessions delivered: 19</p> <p>At the end of March 2010, 7 young people remained on intensive intervention with key work support. Throughout Qtr 1, YISP actively worked with 12 c/yp providing intensive support in LAP 1. 3 c/yp completed their intervention.</p>	£35,000	£7,900	23%	
				£35,000	£7,900	23%	
					£61,127		

Community Plan Theme Project		RAG	Comments/Progress	Budget	Spent	RAG/%	Finance Comments
LAP 3							
Community Plan Theme Project	Project	RAG	Comments/Progress	Budget	Spent	RAG/%	Finance Comments
A Great Place to Live	Parks Improvement Project		Steering Group has provisionally agreed Stepney Green Park as the location for Park Improvement Works but is awaiting clarification from the parks service on the impact of Crossrail works on the park. Due to the increasingly tight timescales on these projects it is important that we get agreement as soon as practicable to permit delivery in this financial year.	£50,000	£0	0%	No spend has been made yet against You Decide budget due to delay in receiving relevant Cost Codes.
	Community Bus		Bow Community Bus operational from 28 June 10. Stepney Community Bus planned commenced 5 July 10	£60,000	£0	0%	
A Healthy Community	Healthy Food options for young people		Breakfast Clubs at Stepney Green School and Sir John Cass Primary School				SLA drawn up; transfer of funding (and delivery) will occur from start of academic year (Sept 10). The project is anticipated to underspend with current costs indicated as £33,050
A Prosperous Community	ESOL Summer Programme		Publicity material produced. Timetable of events organised. Tutors arranged. Marketing material out to local	35,000	£0	0%	
	Early GCSE in Languages		As a result of 2009/10 funding, 16 students have been entered for GCSE. Results are due in August and will be circulated with next quarterly monitoring report. For 2010/11 so far, 16 Bengali and 7 Urdu students have enrolled on the programme. Publicity materials have been circulated. Classes begin on 19 September. There will be an Open Day to celebrate 09/10 achievement and to recruit new students on 12 September.	£15,000	£0	0%	
				£35,000	£7,506	21%	

Community Plan Theme Project		RAG	Comments/Progress	Budget	Spent	RAG/%	Finance Comments
	Extended Learning (from 2009/10)		The activities delivered during the final term of 2009/10 funding are as follows; Lino - cut printing and Fabric Painting in Sir John Cass. Nutrition, Astronomy, Maths Support, and ICT Support classes were delivered in Stepney Green School.	£18,000	£18,000	100%	The study support was bought in 2009/10 and this represents the final quarter of delivery as project was delivered in the academic year
A Safe and Supportive Community	Handy Person		Handyperson services commenced on 1 July 2010. Age Concern were met on 24th June to agree outcomes for the Service Level Agreement, which has now been drafted.	£17,500	£2,500	14%	
	Zero Tolerance policing		Officers have conducted additional patrols in crime hotspots. Working with BIU officers ANPR operations have been run in Fieldgate Street to tackle ongoing youth disorder and drugdealing. Police are supporting residents groups in Myrtle Court and best use is being made of CCTV in the local area to identify perpetrators. 6 arrests have been made to date as a result of this additional funding. Additional officers form CID portfolio utilised in addressing issues. High visible patrols have also been made by St Dunstons and Stepney SNT of stairwells identified by residents as persistent areas of ASB and disorder. Police have worked closely with LBTH and with Poplar Harca in identifying hotspots. In areas of persistent ASB covert cameras have been deployed to identify offenders. Two arrests for Breach of Bail have been undertaken. Local officers have also been able to conduct additional high visible patrols and reassurance following allegations of homophobic ASB in Seattles Street.	£35,000	£1,000	3%	

Community Plan Theme Project	RAG	Comments/Progress	Budget	Spent	RAG/%	Finance Comments
Drug Outreach Worker (ongoing from 2009/10 spend)		During the last quarter outreach workers made a total of 153 interventions within LAPs 3&4. Specifically within LAP 3 - 4 people were referred into alcohol treatment services and 2 referred into drug treatment services - LAP 2 also made 3 referrals for people who were sleeping rough and 7 individuals were referred or signposted into meaningful activity groups. We are working with Tower Hamlets Enforcement Officers in and around Altab Ali Park and have improved our working practice with the new town centre police team.	£85,000	£42,500	50%	The DOW was bought as part of 2009/10 You Decide process for two years.

Community Plan Theme	Project	RAG	Comments/Progress	Budget	Spent	RAG/%	Finance Comments
	YISP - Youth Inclusion & Support Panel	Orange	<p>Intensive Support Total no. of c/yp received intensive support: 22</p> <p>New Referral and case closed April: 4 new referral, 3 closed May: 1 new referral, 0 case closed June: 5 new referral, 2 case closed</p> <p>Gender 9 (F) 13 (M)</p> <p>Ethnicity White: 7 Bangladeshi: 12 Chinese: 1 Somali: 1 Black Caribbean: 1</p> <p>Low Intensive Support No. of c/yp registered: N/A No. of sessions delivered: 2 observational session</p> <p>At the end of March 2010, 12 young people remain on intensive intervention with key work support. Throughout Qtr 1, YISP actively worked with 22 c/yp providing intensive support in LAP 3.</p>	£35,000	£7,900	23%	

Community Plan Theme Project		RAG	Comments/Progress	Budget	Spent	RAG/%	Finance Comments
LAP 4							
Community Plan Theme Project		RAG	Comments/Progress	Budget	Spent	RAG/%	Finance Comments
A Great Place to Live	Parks Improvement Project		Steering group has agreed that the funding will carry out landscape improvements and refurbishments in four linked sites in the heart of Wapping, namely Wapping Rose Gardens, Waterside Gardens, Raines Mansions and Wapping Green. This will include general landscape improvements to include new site furniture, planting, boundary and path improvements, and perhaps some low-key opportunities for play. Due to the delays in decision making, this has impacted on the timetable for delivery but it is hoped that the project can still be delivered in this financial year.	£50,000	£0	0%	
	Day Trips		Methodology for use of funding agreed with AHWB. Also agreement to use LinkAge plus Centres as contact points. Delay in transfer of funding has delayed its availability for LinkAge Plus sites to draw down funding. Funding has now been released. Programme of trips for Lap 2 and Lap 4 being developed and bookings are now being taken. Lap 6 commencing their programme and it is anticipated that trips and booking will commence during the next quarter.	£10,000	£0	0%	
	Public Realm, Traffic Calming Improvements		Wapping Lane to be designed on the basis additional funding is transferred from street lighting budget. This is awaiting approval from the steering group	£18,000	£0	0%	

Community Plan Theme	Project	RAG	Comments/Progress	Budget	Spent	RAG/%	Finance Comments
	Better Street Lighting		Service is awaiting a decision from LAP steering group as to which option to proceed with. This will be made by the end of July. Option 1 - The cleaning of all lanterns in a ward, together with all bulbs being renewed would have the following impacts across the whole ward: - better lighting and fewer lights falling Option 2 - Lap Steering Group members may be aware of particular streets which feel darker than others. The funding available will probably be sufficient to improve lighting in one or two streets by installing one or two new columns and upgrading lighting	£15,000	£0	0%	
A Healthy Community	Reducing Alcohol's Harm		LAP 4 elected to use funding to enhance the work of the drug and alcohol outreach team. Recruitment to team currently pending release of funding. Funding to be used to support ongoing work with pharmacists to engage clients not in treatment, to support drop-ins at Aldgate hostel, to link in with patients seen in A&E to support sustained behaviour change, to identify patients leaving treatment prematurely and support them to return to treatment and working with THEOs to identify and support individuals identified on the streets/in public spaces to access treatment.	£35,000	£0	0%	

Community Plan Theme Project		RAG	Comments/Progress	Budget	Spent	RAG/%	Finance Comments
	Pamper Days		<p>A meeting with Tower Hamlets College took place on 21st May 2010. The College informed us that the model for their NVQ level course has changed and they now only offer one year courses. This impacts on the start date of the project as students will not be sufficiently trained in September. We are still liaising with Tower Hamlets College to work out a way forward but Service Delivery would not start until January 2011 at the earliest as the students will not be sufficiently trained prior to that.</p> <p>We are urgently trying to establish if Tower Hamlets College can continue to commit to this project. If this is not the case we will explore other options, probably with LinkAge+ who already offer massage services at their sites.</p>	£2,000	£0	0%	No money has been spent on this project yet as we are still liaising with Tower Hamlets College
A Prosperous Community	Youth Disabilities & SEN Employment Project		Placement opportunities are currently being arranged with the Council and its partners. Engagement work is taking place to broaden the roles available.	£5,000	£0	0%	
	Extended Learning (ongoing from 2009/10 spend)		The activities delivered during this reporting period are as follows; Young Women's Leadership Programme, Street Dance Sessions, Asain dance Sessions, Year 11 GCSE Revision.	£18,000	£18,000	100%	The study support was bought in 2009/10 and this represents the final quarter of delivery as project was delivered in the academic year
	Early GCSE in languages (ongoing from 2009/10 spend)		As a result of funding from 2009/10 You Decide 14 students were entered for GCSE. Results are due in August and will be shared in next monitoring report	£35,000	£35,000	100%	Project is now complete

Community Plan Theme Project		RAG	Comments/Progress	Budget	Spent	RAG/%	Finance Comments
A Safe and Supportive Community	Handy Person		Handyperson services commenced on 1 July 2010. Age Concern were met on 24th June to agree outcomes for the Service Level Agreement, which has now been drafted.	£17,500	£2,500	14%	
	Zero tolerance policing		Additional patrols have been undertaken by SNT to tackle ASB in known hotspot areas. Patrols have focused around the Commercial Road area following a series of assaults. Impact statements have also been taken from local residents around the Kings Arms Public House squat. Additional patrols have ensued to reassure residents and advice has been undertaken from Partnership Office and Council around securing the premises. 10 additional arrests over the period. Following a dog bite on a local Councillor SNT officers conducted a proactive operation to identify the suspect and seize the dangerous dog. One suspect was arrested and has been charged with offences. One dangerous dog has been seized. Work on Operation on proactive operation to apprehend sexual offender and prevent offences. The key focus on these operations has been to provide additional high visibility patrols outside normal patrol hours, predominately into the night.	£35,000	£2,717	8%	

Community Plan Theme Project	RAG	Comments/Progress	Budget	Spent	RAG/%	Finance Comments
Drug Outreach Worker (ongoing from 2009/10 spend)		During the last quarter outreach workers made a total of 153 interventions within LAPs 3&4. Specifically within LAP 4 - 10 people were referred into alcohol treatment services and 4 referred into drug treatment services - LAP 4 also made 8 referrals for people who were sleeping rough and 1 individual was referred or signposted into a meaningful activity group. Work is ongoing around the Watney market area and we are involved with joint operations around Royal Mint Street & The Highway	£85,000	£42,500	50%	The total budget includes funding from 2009/10. Due to late start will actually complete in Q1 of financial year 2011/12. As such spend for Q1 for 2010/11 has been £10,625.
YISP - Youth Inclusion & Support Panel		<p>Intensive Support Total no. of c/yp received intensive support: 17</p> <p>New Referral and case closed April: 4 new referral, 2 closed May: 0 new referral, 0 case closed June: 6 new referral, 0 case closed</p> <p>Gender 7 (F) 10 (M)</p> <p>Ethnicity Bangladeshi: 17 Black Caribbean: 1</p> <p>Low Intensive Support No. of c/yp registered: 14 No. of sessions delivered: 15</p>	£35,000	£7,900	23%	At the end of March 2010, 9 c/yp remain on intensive intervention with key work support. Throughout Qtr 1, YISP actively worked with 17 c/yp providing intensive support in LAP 4. We have a further 14 c/yp registered with our street work programme accessing low intensive support. During Qtr 1, 14 street-work sessions were delivered in LAP 4.

Community Plan Theme Project		RAG	Comments/Progress	Budget	Spent	RAG/%	Finance Comments
Support for Carers		Orange	Leisure Passes for Carers have been chosen. Finalising arrangement with GLL and Carers Centre for carers to get letter confirming they are a carer and present it to Leisure Centres	£10,000	£0	0%	
YIP- Youth Inclusion Programme		Green	Annual Target: 50. Quarter 1: 12 young people engaged on the programme to date and 12 are in the process of getting engaged.	£50,000	£12,500	25%	

Community Plan Theme Project		RAG	Comments/Progress	Budget	Spent	RAG/%	Finance Comments
LAP 5							
Community Plan Theme Project		RAG	Comments/Progress	Budget	Spent	RAG/%	Finance Comments
A Great Place to Live	Community Bus		Bow Community Bus operational from 28 June 10. Steptey Community Bus planned commenced 5 July 10	£60,000	£0	0%	Spent has yet to be taken from You Decide budget due to delay in receiving cost codes
	Public Realm, Traffic Calming Improvements		Coborn Rd is preferred option and is currently being designed	£18,000	£0	0%	
	Public Realm, Speed Indicator Devices		Sign to be ordered and sited in Tredegar Road	£3,500	£0	0%	
A Healthy Community	Healthy Food options for young people		Breakfast Clubs at Chisenhale School and Olga Primary School, Food Co-op at Old Ford Primary School	£35,000	£0	0%	SLA drawn up; transfer of funding (and delivery) will occur from start of academic year (Sept 10). Breakfast clubs will cost £20,495. Food co-op will cost £14,500
A Prosperous Community	One to One Small Group Tuition		Letter to headteacher of St Paul's Way Trust School outlining project. Visit to assistant headteacher to discuss outline of project, funding and monitoring requirements. School agrees to terms of project and undertakes to identify pupils be end of term (3rd week in July.)	£20,000	£0	0%	
	Skillsmatch Graduate Placements		During Q1, 2 graduates from Lap 5 started placement. 6 new candidates from Lap 5 engaged and subsequently registered.	£11,000	£1,800	16%	Based on weekly allowance total £133 per candidate.

Community Plan Theme Project		RAG	Comments/Progress	Budget	Spent	RAG/%	Finance Comments
	Job Fair		Initial discussions with Third Sector Organisations took place. Discussions with Skillsmatch have also taken place. Feedback from LAP Steering Groups mixed, whether to have one event or several, whether to target young people or all residents, what venue is most appropriate. Paper setting out various options to go to LAP Steering Groups in July for clarification of venue, type of event. If go ahead given then intention to invite partners (JC+ etc.) to meeting in July to finalise project plan, costings etc. present to LAP Steering Group by end of July. Marketing to begin early August for event in mid to late September. Milestones for July onwards still forecast to be achieved.	£5,000	£0	0%	No financial commitments have been made while there is still uncertainty over whether this is still one event covering two LAPs
A Safe and Supportive Community	Early GCSE in languages (funded in 2009/10)		As a result of funding in 2009/10 10 students have been entered for GCSE. Results are due in August and will be shared in next monitoring report	£35,000	£35,000	100%	Project is now complete
	Handy Person		Handyperson services commenced on 1 July 2010. Age Concern were met on 24th June to agree outcomes for the Service Level Agreement, which has now been drafted.	£17,500	£2,500	14%	
	Zero tolerance policing		29 Additional operations over the period primarily of additional high visibility uniform patrols at the end of normal shift hours, thus working later into the night. Additional 21 Arrests. 184 Stop and Searches conducted. 186 Stop and Accounts undertaken. 61 Intelligence reports submitted to police intelligence unit. 7 Cannabis warnings	£35,000	£6,500	19%	

Community Plan Theme Project		RAG	Comments/Progress	Budget	Spent	RAG/%	Finance Comments
Drug Outreach Worker			During the last quarter outreach workers made a total of 110 interventions within LAPs 5&7 Specifically within LAP 5 - 5 people were referred into drug treatment services and there were 2 referrals for people sleeping rough. 1 individual was referred into a meaningful activity group. In LAP 5 we have been concentrating our efforts around Roman Road and the Mile End / Bow Road area.	£42,500	£10,625	25%	
YISP - Youth Inclusion & Support Panel			<p>Intensive Support Total no. of c/yp received intensive support: 29</p> <p>New Referral and case closed April: 6 new referral, 3 closed May: 0 new referral, 2 case closed June: 0 new referral, 7 case closed</p> <p>Gender 7 (F) 22 (M)</p> <p>Ethnicity Bangladeshi: 6 Black Caribbean: 9 Somali: 3 White: 11</p> <p>Low Intensive Support No. of c/yp registered: 32 No. of sessions delivered: 20</p> <p>At the end of March 2010, 23 c/yp remained on intensive intervention with key work support. Throughout Qtr 1, YISP actively worked with 29 c/yp providing intensive support in LAP 5, 12 young people have completed intervention.</p>	£35,000	£7,900	23%	

Community Plan Theme Project		RAG	Comments/Progress	Budget	Spent	RAG/%	Finance Comments
	Extra Police Officer (funded from 2009/10 You Decide for 2 years)		PCs have been attached to the SNTs for LAPs 5 and 8 throughout the period providing additional local high visibility policing alongside their SNT colleagues	£80,000	£40,000	50%	The total budget includes funding from 2009/10. Due to the recruitment period for the police officer the full amount will not be spent until Q1 of 2011/12.As such spend for Q1 for 2010/11 has been £10,000
				£397,500			

Community Plan Theme Project		RAG	Comments/Progress	Budget	Spent	RAG/%	Finance Comments
LAP 6							
Community Plan Theme Project		RAG	Comments/Progress	Budget	Spent	RAG/%	Finance Comments
A Great Place to Live	Day Trips		Methodology for use of funding agreed with AHWB. Also agreement to use LinkAge plus Centres as contact points. Delays in funding release prevented LinkAge Plus sites from drawing down funding. Funding has now been released. Lap 6 commencing their programme and it is anticipated that trips and booking will commence during the next quarter.	£10,000	£0	0%	
	Better Street Lighting		Service is awaiting a decision from LAP steering group as to which option to proceed with. This will be made by the end of July. Option 1 - The cleaning of all lanterns in a ward, together with all bulbs being renewed would have the following impacts across the whole ward: - better lighting and fewer lights falling Option 2 - Lap Steering Group members may be aware of particular streets which feel darker than others. The funding available will probably be sufficient to improve lighting in one or two streets by installing one or two new columns and upgrading lighting levels.	£15,000	£0	0%	
A Healthy Community	Reducing Alcohol's Harm		LAP 6 last week finalised decision to enhance work conducted by drug and alcohol outreach team. Detailed delivery plan for this work now being developed. Spending of funding available potential jeopardised by considerable time lag in decision making.	£35,000	£0	0%	

Community Plan Theme Project		RAG	Comments/Progress	Budget	Spent	RAG/%	Finance Comments
	Pamper Days		A meeting with Tower Hamlets College took place on 21st May 2010. The College informed us that the model for their NVQ level course has changed and they now only offer one year courses. This impacts on the start date of the project as students will not be sufficiently trained in September. We are still liaising with Tower Hamlets College to work out a way forward but Service Delivery would not start until January 2011 at the earliest as the students will not be sufficiently trained prior to that.	£1,500	£0	0%	No money has been spent on this project yet as we are still liaising with Tower Hamlets College
A Prosperous Community	One to One Small Group Tuition		We are urgently trying to establish if Tower Hamlets College can continue to commit to this project. If this is not the case we will explore other options, probably with LinkAge+ who already offer message services at their sites.				Spending will commence in line with academic year
	Family Learning ESOL		Letter to headteachers to outline the project. Visit to headteachers of Central Foundation Girls School and Bow to discuss outline of project, funding and monitoring requirements. Schools agree to terms of project and undertakes to identify pupils be end of term (3rd week in July).	£10,000	£0	0%	
	Early GCSE Project		Presented to Extended services. Development team working with providers to identify venue. As a result of 2009/10 You Decide funding 8 students were entered into GCSE. Results are due in August and will be shared in next monitoring report. Publicity materials have been distributed and enrolment is under way. Enrolment will continue up until the Open Day Celebration on 12 September. Classes begin on 19 September.	£7,500	£0	0%	
				£35,000	£4,990	14%	

Community Plan Theme Project		RAG	Comments/Progress	Budget	Spent	RAG/%	Finance Comments
	Extended learning (ongoing from 2009/10 spend)		The remaining activities delivered during the final academic term for 2009/10 spend is as follows: GCSE Revision in Ian Mikardo School	£36,000	£36,000	100%	The study support was bought in 2009/10 and this represents the final quarter of delivery as project was delivered in the academic year
A Safe and Supportive Community	Handy Person		Handyperson services commenced on 1 July 2010. Age Concern were met on 24th June to agree outcomes for the Service Level Agreement, which has now been drafted.	£17,500	£2,500	14%	
	Zero tolerance policing		Bromley By Bow and Mile End East SNTs have carried out 18 additional high visibility operations targeting anti social behaviour and criminal activity within the LAP area. These patrol areas have been chosen as part of the Ward Panel setting of ward priorities. Arrests: 15, including Theft, Assault, Wanted on warrant, robbery, racially aggravated assault, Drugs. 44 Stop and searches. 103 stop and accounts. 27 criminal intelligence reports submitted. 1 Cannabis warning. In addition to this activity Operation Redruth was supported by the SNT teams. This covered 4 wards around the Mile End Station hub. Conducted over a period of 3 weeks a large number of additional officers were posted to the area at peak crime times identified by analysis. This produced a 13% reduction in total crime over the period.	£35,000	£4,059	12%	
	YIP		Annual Target: 50. Quarter 1: 18 young people engaged on the programme to date, 11 cases are in the process of activation and one has refused service.	£50,000	£12,500	25%	

Community Plan Theme	Project	RAG	Comments/Progress	Budget	Spent	RAG/%	Finance Comments
	YISP - Youth Inclusion & Support Panel		<p>Intensive Support Total no. of c/yp received intensive support: 28</p> <p>New Referral and case closed April: 4 new referral, 3 closed May: 3 new referral, 1 case closed June: 1 new referral, 5 case closed</p> <p>Gender 11 (F) 17 (M)</p> <p>Ethnicity White: 7 Bangladeshi: 15 Chinese: 2 Somali: 3 Black Caribbean: 1</p> <p>Low Intensive Support No. of c/yp registered: 30 No. of sessions delivered: 20</p> <p>At the end of March 2010, 20 c/yp remained on intensive intervention with key work support. Throughout Qtr 1, YISP actively worked with 28 c/yp providing intensive support in LAP 6, 9 young people have completed intervention.</p>	£35,000	£7,900	23%	
	CCTV		We are unable to start this project until at least the end of September because the block we wish to use for transmission has a protected species birds on the roof and we can not access the block until they have migrated.	£30,000	£0	0%	

Community Plan Theme Project		RAG	Comments/Progress	Budget	Spent	RAG/%	Finance Comments
Community Plan Theme Project		LAP 7					
Community Plan Theme Project	Project	RAG	Comments/Progress	Budget	Spent	RAG/%	Finance Comments
A Great Place to Live	Public Realm, Traffic Calming Improvements		Lindfield Street is the preferred option and is currently being designed.	£18,000	£0	0%	
A Healthy Community	Reducing Alcohol's Harm Alcohol Peer Education work		Recruitment of secondary school complete. Detailed plan to operationalise work to include recruitment of students, training, support and monitoring being developed currently. Recruitment of pupils to commence in September.	£35,000	£0	0%	
	Football Coaching		Options paper to be submitted to LAP Steering Group to determine the format of the programme. However, the preferred option is coaching for two age groups after school time slot at Langdon Park Leisure Centre	£4,500	£0	0%	Until sessions are organised there is no spend
A Prosperous Community	One to One Small Group Tuition		Letter to headteacher to outline the project. Visit to assistant head of Langdon Park to discuss outline of project, funding and monitoring requirements. School agrees to terms of project and undertakes to identify pupils be end of term (3rd week in July).	£10,000	£0	0%	Spending will commence in line with academic year
	Family Learning ESOL		Presented to Extended services. Development team working with providers to identify venue.	£7,500	£0	0%	
	Early GCSE Project		As a result of 2009/10 funding 24 students were entered for GCSE. Results are due in August and will be shared in the next monitoring report. The initial enrolment for 2010/11 is as follows: 7 Bengali, 1 Mandarin, and 5 Cantonese. We are awaiting updated figures. Enrolment will continue up until the Open Day Celebration on 12 September. Classes begin on 19 September. Publicity materials have been distributed.	£35,000	£7,300	21%	

Community Plan Theme Project		RAG	Comments/Progress	Budget	Spent	RAG/%	Finance Comments
	Extended Learning(ongoing from 2009/10 spend)		Achievement Project delivered at Langdon Park School.	£18,000	£18,000	100%	The study support was bought in 2009/10 and this represents the final quarter of delivery as project was delivered in the academic year
A Safe and Supportive Community	Handy Person		Handyperson services commenced on 1 July 2010. Age Concern were met on 24th June to agree the outcomes for the Service Level Agreement which has now been drafted.	£17,500	£2,500	14%	
	Expansion of LinkAge Plus service fund another worker		Met with LinkAge Plus Manager and local LinkAge Plus Coordinator (NIP) to agree outcomes and agree contracting arrangements (variation to main contract). Advertising will go ahead to recruit new outreach worker in early July 2010	£35,000	£0	0%	

Community Plan Theme	Project	RAG	Comments/Progress	Budget	Spent	RAG/%	Finance Comments
Zero tolerance policing			<p>LAP 7 SNTs have provided a considerable number of additional high visibility patrols over this period primarily to prevent and reduce serious youth violence and ASB. EI & L became a hot spot for Serious youth Violence (SYV) in April which resulted in a Problem solving process being set up by the SNT. Partnership activity with the schools, rapid response team and Operation Ashford contributed to the area to suppress the trend. Additional patrols funded by You Decide. Result: No incidents of gang related or postcode SYV in the area for a 4 week period. 3 further arrests on behalf of the CID for wanted offenders for violence offences. Drug search warrants executed at Maidstone house and Colebrook House - 2 arrests for possession of drugs. 156 Stop and searches and 89 Stop and accounts in total in respect of all activities. 122 Stops and Stop and accounts as a result of the additional patrols purely to address SYV. 5 Cannabis warnings. 16 Arrests in total.</p>	£35,000	£4,000	11%	

Community Plan Theme Project	RAG	Comments/Progress	Budget	Spent	RAG/%	Finance Comments
Drug Outreach Worker (ongoing from 2009/10 spend)		<p>During the last quarter outreach workers made a total of 110 interventions within LAPs 5&7. Specifically within LAP 7 - 6 people were referred into alcohol treatment services and 2 people referred into drug treatment services - In LAP 7 there were also 26 individuals referred or signposted into meaningful activity's and groups</p> <p>In LAP 7 we have been working with street drinkers over in Poplar Park and have set up a drop in at the local hostel Queen Victoria's Seamans Rest. Regular patrols also take place at Chrisp St Market and along the Thames Pathway</p>	£85,000	£42,500	50%	The total budget includes funding from 2009/10. Due to late start will actually complete in Q1 of financial year 2011/12.. As such spend for Q1 for 2010/11 has been £10,625.

Community Plan Theme	Project	RAG	Comments/Progress	Budget	Spent	RAG/%	Finance Comments
	YISP - Youth Inclusion & Support Panel	Orange	<p>Intensive Support Total no. of c/yp received intensive support: 19</p> <p>New Referral and case closed April: 6 new referral, 3 closed May: 2 new referral, 1 case closed June: 1 new referral, 4 case closed</p> <p>Gender 8 (F) 11 (M)</p> <p>Ethnicity White: 8 Bangladeshi: 7 Somali: 1 Black: 3</p> <p>Low Intensive Support No. of c/yp registered: N/A No. of sessions delivered: N/A</p> <p>At the end of March 2010, 10 c/yp remained on intensive intervention with key work support. Throughout Qtr 1, YISP actively worked with 28 c/yp providing intensive support in LAP 6, 9 young people have completed intervention.</p>	£35,000	£7,900	23%	
	YIP	Green	Annual Target: 50. Quarter 1: 25 young people engaged on the programme to date. This meets half of the target for the whole year.	£50,000	£12,500	25%	

Community Plan Theme Project		RAG	Comments/Progress	Budget	Spent	RAG/%	Finance Comments
LAP 8							
Community Plan Theme Project		RAG	Comments/Progress	Budget	Spent	RAG/%	Finance Comments
A Great Place to Live	Better Street Lighting		Service is awaiting a decision from LAP steering group as to which option to proceed with. This will be made by the end of July. Option 1 - The cleaning of all lanterns in a ward, together with all bulbs being renewed would have the following impacts across the whole ward: - better lighting and fewer lights falling Option 2 - Lap Steering Group members may be aware of particular streets which feel darker than others. The funding available will probably be sufficient to improve lighting in one or two streets by installing one or two new columns and upgrading lighting levels.	£15,000	£0	0%	
A Healthy Community	Healthy Food options for young people		LAP 8 project was to be identified following Childhood Obesity School Workshop in June; due to poor sign up by school based staff this event was cancelled; work is ongoing with extended services to identify a suitable project that will be able to deliver from September 2010.	£35,000	£0	0%	

Community Plan Theme Project		RAG	Comments/Progress	Budget	Spent	RAG/%	Finance Comments
	Pamper Days		<p>A meeting with Tower Hamlets College took place on 21st May 2010. The College informed us that the model for their NVQ level course has changed and they now only offer one year courses. This impacts on the start date of the project as students will not be sufficiently trained in September. We are still liaising with Tower Hamlets College to work out a way forward but Service Delivery would not start until January 2011 at the earliest as the students will not be sufficiently trained prior to that.</p> <p>We are urgently trying to establish if Tower Hamlets College can continue to commit to this project. If this is not the case we will explore other options, probably with LinkAge+ who already offer message services at their sites.</p>	£1,500	£0	0%	No money has been spent on this project yet as we are still liaising with Tower Hamlets College
A Prosperous Community	Early GCSE Project		<p>6 students were entered for early GCSEs as part of the 2009/10 project. Results are due in August and will be shared in next monitoring report. For 2010/11, 32 Bengali students have enrolled on the programme so far. Publicity materials have been distributed and classes begin on 19 September. There will be an Open Day to celebrate 09/10 achievement and to recruit new students on 12 September.</p>	£35,000	£7,203	21%	
	Skillsmatch Graduate Placements		<p>During Q1, 3 graduates from Lap 8 started placement since April 10. 8 new candidates from Lap 8 engaged and subsequently registered.</p>	£11,000	£2,000	18%	Based on weekly allowance total £133 per candidate.

Community Plan Theme Project		RAG	Comments/Progress	Budget	Spent	RAG/%	Finance Comments
	Study Support (ongoing from 2009/10 spend)		The final academic term of projects bought in 2009/10 are as follows. The Indymedia Production3 in Lap 8 was a big success. The project was so popular at the end the provider had to run two projects, one from a local youth club and one from George Green's School. Both groups produced two short films as part of their course and were shown at the Genesis at a recent viewing.	£18,000	£18,000	100%	The study support was bought in 2009/10 and this represents the final quarter of delivery as project was delivered in the academic year.
	Engaging young people in community events		Project has been delayed due to the departure of key staff member. Will now be delivered in the Autumn 2010. Will then be followed up in relation to events programme for remainder of 2010 and 2011 in order to give opportunities for putting training into	£7,000	£0	0%	
A Safe and Supportive Community	Handy Person		Handyperson services commenced on 1 July 2010. Age Concern were met on 24th June to agree outcomes for the Service Level Agreement, which has now been drafted.	£17,500	£2,500	14%	
	Expansion of LinkAge Plus service fund another worker		Met with LinkAge Plus Manager and local LinkAge Plus Coordinator (NIP) to agree outcomes and agree contracting arrangements (variation to main contract). Advertising will go ahead to recruit new outreach worker in early July 2010	£35,000	£0	0%	
	Zero tolerance policing		Blackwall and Cubitt town and Millwall SNTs have carried out 1 additional high visibility operations targeting anti social behaviour and criminal activity within the LAP area. These patrol areas have been chosen as part of the analysis of ward priorities. The majority of the patrols have been conducted after normal shift hours and have focused to suppress youth ASB and related crime.	£35,000	£5,000	14%	

Community Plan Theme Project		RAG	Comments/Progress	Budget	Spent	RAG/%	Finance Comments
	Extra Police Officer (ongoing from 2009/10)	Green	PCs have been attached to the SNTs for LAP 8 throughout the period providing additional local high visibility policing alongside their SNT colleagues	£80,000	£40,000	50%	The total budget includes funding from 2009/10. Due to the recruitment period for the police officer the full amount will not be spent until Q1 of 2011/12. As such spend for Q1 for 2010/11 has been £10,000
	CCTV camera	Orange	We are unable to start this project until at least the end of September because the block we wish to use for transmission has a protected species birds on the roof and we can not access the block until they have migrated.	£30,000	£0	0%	
	YIP	Green	Annual Target: 50. Quarter 1: 18 young people engaged on the programme to date, 11 cases are in the process of activation and 1 has refused service.	£50,000	£12,500	25%	

Community Plan Theme		Project	RAG	Comments/Progress	Budget	Spent	RAG/%	Finance Comments
Youth Projects								
Community Plan Theme		Project	RAG	Comments/Progress	Budget	Spent	RAG/%	Finance Comments
A Great Place to Live	None							
A Healthy Community	Women's Lifeguard Training Programme			We are in discussion with GLL on the options for delivering the swimming training programme and qualification for this year.	£8,000	£0	0%	Until sessions and NPLQ courses are organised, there is no spend
A Prosperous Community	Youth Disabilities & SEN Employment Project (2)			Placement opportunities are currently being arranged with the Council and its partners. Engagement work is taking place to broaden the roles available.	£5,000	£0	0%	No spend as yet.
	Family Learning ESOL			Presented to Extended services. Development team working with providers to identify venue.	£7,500	£0	0%	
	Engaging young people with community events			Project has been delayed due to the departure of key staff member. Will now be delivered in the Autumn 2010. Will then be followed up in relation to events programme for remainder of 2010 and 2011 in order to give opportunities for putting training into				
A Safe and Supportive Community	Handy Person			Handyperson services commenced on 1 July 2010. Age Concern were met on 24th June to agree outcomes for the Service Level Agreement, which has now been drafted.	£7,000	£0	0%	
	Computers for Older People			Research has been carried out regarding this project. We are awaiting information from Age Concern, City Gateway, Leaving Care Team, Connections Tower Hamlet, Volunteer Centre Tower Hamlets.	£17,500	£2,500	14%	
	THEO Operation for Youth			Service is awaiting a decision from Young Mayors regarding what/where they want activities. The capacity of the THEOs to deliver is limited at the moment due to the 100 Days campaign taking additional capacity from the team. It is likely that service will be delivered either in conjunction with After School Patrols (Sept-Dec) or in Q4 Jan-March.	£60,000	£0	0%	Spend will commence with academic year
					£25,000	£0	0%	

Community Plan Theme Project		RAG	Comments/Progress	Budget	Spent	RAG/%	Finance Comments
	After School Patrols for Youth	Amber	Awaiting a decision from Young Mayors regarding what/where they want activities. Service believes to maximise resource that it should be delivered Sept Dec tied into the start of the new school year as there can be additional anxieties from students at the beginning of the school year.	£20,000	£0	0%	Spend will commence with academic year
	No Place for Hate Crime Youth Champions	Green	Tolerance in Diversity have recruited 14 Youth Champions from as big a cross section of the community as was possible. Young Mayor still not replied to invite, but a position open for him if required. All youth champions have completed training in Induction, Discrimination & Hate Crime Awareness. First Aid training to be completed during August as it is a full days training and this is the only time young people are not at school or college. Training programme is currently being created meeting all required objectives of tender. Quarterly report will be completed and bought on the 16/7/10 monitoring meeting and TID will be attending the THNPFHF meeting next week. Additional training has taken place on Sexual Health Awareness, which was delivered to support finer points of Hate Crime & Discrimination Training	£15,000	£3,750	25%	

LATEST TARGETS 2010/2011

APPENDIX 3

Current Budget 2010/11	Original Budget 2010/11	Revised Budget 2010/11	Year End Forecast Budget Module 01 July 2010	Var
	£'000	£'000	£'000	£'000
Service Budgets				
Adults, Health and Wellbeing	90,217	90,217	90,217	0
Chief Executive	13,369	13,369	13,369	0
Children, Schools and Families	93,896	93,896	93,896	0
Communities, Localities and Culture	74,910	74,910	74,910	0
Development and Renewal	12,425	12,425	12,425	0
Resources	18,363	18,363	18,363	0
Corporate Costs/Capital Financing	17,748	17,748	17,748	0
	320,928	320,928	320,928	
HRA	1,296	1,296		
DSG Income	(310,853)	(310,853)		
DSG Expenditure	310,853	310,853		

**VIREMENTS AND TARGET ADJUSTMENTS
REQUIRING CABINET APPROVAL**

Name of Service	Latest Budget	Proposed Recurring Virement/Target Adjustment 2010/11	Effect on 2011/12 of Proposed Virement/Target Adjustment	Proposed Non-recurring Virements	Reasons for virement/target adjustments (This text will be included in the report)
	£000	£000	£000	£000	
TARGET ADJUSTMENTS					
Lifelong Learning	871	871	871	0	CLC - Transfer from CS&F of Lifelong Learning
Lifelong Learning Concessionary Fares	4478	-871	-871	0	CSF - Transfer to CLC of Lifelong Learning
Concessionary Fares				1286	CLC - Contribution from Parking Control Account to fund Concessionary Fares
				-1286	Parking Control Account - Contribution to CLC to fund Concessionary Fares
TARGET TOTAL		0	0	0	

APPENDIX 4

SUMMARY	FULL YEAR			
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000	Variance
Adults Health and Wellbeing	90,217	90,217	90,270	53
Chief Executive	13,369	13,369	13,709	340
Children, Schools and Families	93,896	93,896	94,278	382
Communities, Localities and Culture	74,910	74,910	74,910	0
Development and Renewal	12,425	12,425	12,540	115
Resources	18,363	18,363	18,363	0
Corporate Costs/Capital Financing	17,748	17,748	17,748	0
TOTAL	320,928	320,928	321,818	890

ADULTS, HEALTH & WELLBEING	FULL YEAR				Comment/ Risk Areas
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000	Variance	
Expenditure	172	172	172	0	
Income	0	0	0	0	
A53 Commissioning and Strategy M and A	172	172	172	0	
Expenditure	82	82	82	0	
Income	-82	-82	-82	0	
A04 Preventative Technology	0	0	0	0	
Expenditure	1,119	1,119	1,034	-85	
Income	0	0	0	0	
A05 Carers Grant	1,119	1,119	1,034	-85	
Expenditure	859	859	859	0	
Income	-513	-513	-513	0	
A41 Personalisation	346	346	346	0	
Expenditure	24,939	25,186	25,812	626	Increase in expenditure is related to more Direct Payments clients and additional costs of Homecare relating to packages transferred from In house service. The additional income is related to some of these costs being recoverable from the Health Service.
Income	-3,694	-3,941	-4,197	-256	
A42 Older People Commissioning	21,245	21,245	21,615	370	
Expenditure	24,377	24,247	24,367	120	Increase in expenditure is related to additional costs of Homecare relating to packages transferred from In house service. The additional income is related to more care packages being recoverable from the Health Service.
Income	-4,290	-4,290	-4,840	-550	
A43 Learning Disabilities Commissioning	20,087	19,957	19,527	-430	
Expenditure	10,006	10,006	9,819	-187	The underspend is related to a reduction in clients in residential care. Also there is an increase in income due to more care packages being recoverable from the Health Service.
Income	-1,617	-1,617	-1,880	-263	
A44 Mental Health Commissioning	8,389	8,389	7,939	-450	
Expenditure	7,692	7,692	8,381	689	Increase in expenditure is related to more Direct Payments clients and additional costs of Homecare relating to packages transferred from In house service. The additional income is related to some of these costs being recoverable from the Health Service.
Income	-1,283	-1,283	-1,475	-192	
A45 Physical Disabilities Commissioning	6,409	6,409	6,906	497	

A46 HIV Commissioning	Expenditure Income	260 -151	260 -151	236 -151	-24 0	-24 0	
		109	109	85	-24	-24	There has been a reduction in the main S.P. Programme due to delays in developments and the decommissioning of services The reduction in income is related to Government Grant funding the above expenditure
A50 Supporting People	Expenditure Income	15,752 -15,650	15,752 -15,650	15,582 -15,480	-170 170	-170 170	
		102	102	102	0	0	
A55 Quality and Performance	Expenditure Income	421 0	421 0	421 0	0 0	0 0	
		421	421	421	0	0	
A56 Social Services IT	Expenditure Income	388 0	388 0	388 0	0 0	0 0	
		388	388	388	0	0	
A58 Technical Resources	Expenditure Income	444 -1	444 -1	444 -1	0 0	0 0	
		443	443	443	0	0	
A59 Corporate Services	Expenditure Income	595 0	595 0	595 0	0 0	0 0	
		595	595	595	0	0	
A61 Business Support And Programme Management	Expenditure Income	499 0	499 0	499 0	0 0	0 0	
		499	499	499	0	0	
A62 Strategy and Policy	Expenditure Income	479 -110	479 -110	479 -110	0 0	0 0	
		369	369	369	0	0	
A38 Older People And Homelessness Service Head	Expenditure Income	168 0	168 0	172 0	4 0	4 0	
		168	168	172	4	4	
A09 Older People Assessment & Care Management	Expenditure Income	2,097 0	2,097 0	2,097 0	0 0	0 0	
		2,097	2,097	2,097	0	0	
A15 Occupational Therapy	Expenditure Income	1,848 0	1,848 0	1,849 -11	1 -11	1 -11	
		1,848	1,848	1,838	-10	-10	

APPENDIX 4

	Expenditure	919	919	1,079	160	testing of electronic equipment has resulted in an increase in spend.
	Income	0	0	0	0	
A16 Community Equipment Service		919	919	1,079	160	
	Expenditure	102	102	97	-5	
	Income	0	0	0	0	
A30 Adult Resources Sub Division M and A		102	102	97	-5	
	Expenditure	672	672	672	0	
	Income	-1	-1	-1	0	
A31 Physical Disabilities Establishments		671	671	671	0	
	Expenditure	1,668	1,668	1,668	0	
	Income	-37	-37	-37	0	
A33 Older People Day Centres		1,631	1,631	1,631	0	
	Expenditure	7,097	7,097	6,952	-145	Spend is projected to reduce, due to reduction of long term cases.
	Income	-97	-97	-97	0	
A34 Home Care		7,000	7,000	6,855	-145	
						The £7,345k Gross Expenditure Variance is due to two main factors 1: There being less households in temporary accommodation than originally budgeted for. In consequence of the year on year rolling forward of the budgets on the Temporary Accommodation Budget Heads, however, actual expenditure on the same has diminished as the service succeeded in the 2010 CLG target to prevent homelessness, and reduce the numbers of households in temporary accommodation. 2: Under spend on the Supplies and Services Budget Head in consequence of there being a much improved performance on the Provision for Bad Debts Budget Head.
	Expenditure	37,358	37,504	30,159	-7,345	
A49 Homeless & Housing Advice Services						
	Income	-36,538	-36,684	-29,039	7,645	The Gross Income Variance likewise reflects decreased temporary accommodation placements, with less households contributing to Administrative Charges than originally budgeted for. The overall net budget deficit is currently projected at approximately £600,000 but officers are investigating the possibility of applying additional grant entitlement that relates to previous years. This would reduce the deficit to £300,000.
		820	820	1,120	300	

	Expenditure	175	175	155	-20
	Income	0	0	0	0
A02	Disabilities and Health Divisional M and A	175	175	155	-20
	Expenditure	109	109	69	-40
	Income	0	0	0	0
A11	Physical Disabilities Sub Division M and A	109	109	69	-40
	Expenditure	1,175	1,175	1,125	-50
	Income	-52	-52	-52	0
A12	Physical Disabilities Assessment and Care Management	1,123	1,123	1,073	-50
	Expenditure	90	90	90	0
	Income	-35	-35	-35	0
A13	Learning Disabilities Sub Division M and A	55	55	55	0
	Expenditure	789	919	919	0
	Income	-79	-79	-79	0
A14	Learning Disabilities Assessment and Care Management	710	840	840	0
	Expenditure	435	435	444	9
	Income	-127	-127	-130	-3
A17	Vulnerable Adults and Drugs	308	308	314	6
	Expenditure	1,347	1,347	1,302	-45
	Income	0	0	0	0
A18	Hospital Social Work Teams	1,347	1,347	1,302	-45
	Expenditure	205	205	205	0
	Income	0	0	0	0
A19	Adult Protection	205	205	205	0
	Expenditure	269	269	269	0
	Income	-123	-123	-123	0
A23	Mental Health Sub Division M&A	146	146	146	0
	Expenditure	3,285	3,364	3,364	0
	Income	-433	-512	-512	0
A24	Area Mental Health Teams	2,852	2,852	2,852	0
	Expenditure	496	496	496	0
	Income	-34	-34	-34	0
A25	Mental Health Day Centres	462	462	462	0
	Expenditure	457	457	457	0
	Income	-5	-5	-5	0
A32	Learning Disabilities Day Centre	452	452	452	0

	Expenditure	254	254	324	70	
	Income	0	0	0	0	
A37 Emergency Duty Social Work Service		254	254	324	70	
	Expenditure	587	587	587	0	
	Income	0	0	0	0	
A66 Learning and Development		587	587	587	0	
	Expenditure	26	26	16	-10	
	Income	0	0	0	0	
A68 Supported Employment		26	26	16	-10	
	Expenditure	1,195	1,195	1,155	-40	
	Income	-39	-39	-39	0	
A71 Finance Services		1,156	1,156	1,116	-40	
	Expenditure	29	0	0	0	
	Income	0	0	0	0	
A72 Payroll Oncost		29	0	0	0	
	Expenditure	4,272	4,301	4,301	0	
	Income				0	
A90 Support Services Holding Account		4,272	4,301	4,301	0	
Adults' Health & Wellbeing Total		90,217	90,217	90,270	53	

CHIEF EXECUTIVES	FULL YEAR			Variance	Comment/Risk Area
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000		
Expenditure	3,228	3,228	3,568	340	Structural problems in the traditional print advertising sector in 2010/11 have reduced forecast levels of income and increased pressure on the current budget. Consequently, the Service has undertaken a formal review of its costs against industry benchmarks to identify and release ongoing savings such as the renegotiated EEL distribution contract. Further potential savings have been identified as part of a planned review and consolidation of communication activities throughout the Council in 2010/11.
Income	-3,345	-3,345	-3,345	0	
C13 & C14 Communications	-117	-117	223	340	
Expenditure	619	619	619	0	
Income	0	0	0	0	
C16 Strategy & Performance	619	619	619	0	
Expenditure	2,906	2,906	2,906	0	
Income	-50	-50	-50	0	
C18 Third Sector	2,856	2,856	2,856	0	
Expenditure	3,862	3,862	3,862	0	
Income	-3,654	-3,654	-3,654	0	
C52 Legal Services	208	208	208	0	
Expenditure	1,950	1,950	1,950	0	
Income	-142	-142	-142	0	
C54 Scrutiny & Equalities	1,808	1,808	1,808	0	
Expenditure	1,045	1,045	1,045	0	
Income	-393	-393	-393	0	
C56 Registration of Births, Deaths and Marriage	652	652	652	0	
Expenditure	600	600	600	0	
Income	0	0	0	0	
C58 Electoral Registration	600	600	600	0	
Expenditure	30	30	30	0	
Income	0	0	0	0	
C60 Borough Elections	30	30	30	0	
Expenditure	2,689	2,689	2,689	0	
Income	-263	-263	-263	0	
C62 Democratic Services	2,426	2,426	2,426	0	

	Expenditure	830	830	830	830	830	830	830	830
	Income	0	0	0	0	0	0	0	0
C78 Democratic Representation		830	830	830	830	830	830	830	0
	Expenditure	3,620	3,620	3,620	3,620	3,620	3,620	3,620	0
	Income	-163	-163	-163	-163	-163	-163	-163	0
C80 Corporate Management		3,457	3,457	3,457	3,457	3,457	3,457	3,457	0
Chief Executive's Total		13,369	13,369	13,369	13,369	13,369	13,709	13,709	340

CHILDREN, SCHOOLS & FAMILIES	FULL YEAR				Comments / Risks
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000	Variance £'000	
Expenditure	134	134	134	0	
Income	0	0	0	0	
G03 Pre-Primary Schools Services GF	134	134	134	0	
Expenditure	4,003	4,003	4,003	0	
Income	0	0	0	0	
G05 Primary Schools Services GF	4,003	4,003	4,003	0	
Expenditure	5,338	5,338	5,338	0	
Income	0	0	0	0	
G07 Secondary Schools Services GF	5,338	5,338	5,338	0	
Expenditure	481	481	481	0	
Income	0	0	0	0	
G09 Special Schools Services GF	481	481	481	0	
Expenditure	736	736	672	-64	
Income	-241	-241	-241	0	
G10 Learning and Achievement M&A	495	495	431	-64	
Expenditure	1,013	1,028	1,100	72	
Income	-321	-336	-353	-17	
G11 Early Years	692	692	747	55	
Expenditure	3,015	3,015	3,015	0	
Income	-99	-99	-99	0	
G12 Local Authority Day Nurseries	2,916	2,916	2,916	0	
Expenditure	14,014	14,014	13,762	-252	
Income	-13,459	-13,459	-13,207	252	The Child Development Grant was reduced hence the drop in expenditure and correspondingly, income
G13 Children's Centres	555	555	555	0	
Expenditure	3,606	3,606	3,606	0	
Income	-3,172	-3,172	-3,172	0	
G14 School Improvement Primary	434	434	434	0	
Expenditure	4,579	4,579	4,779	200	
Income	-145	-145	-145	0	
G16 Special Educational Needs	4,434	4,434	4,634	200	
Expenditure	1,762	1,762	1,712	-50	
Income	-864	-864	-873	-9	
G18 Educational Psychology Service	898	898	839	-59	

	Expenditure	2,460	2,460	3,666	1,206	
	Income	-1,645	-1,645	-2,830	-1,185	
G19 Parental Engagement and Support		815	815	836	21	
	Expenditure	277	277	277	0	
	Income	0	0	0	0	
G21 One O'clock Clubs		277	277	277	0	
	Expenditure	378	378	378	0	
	Income	-39	-39	-39	0	
G22 Student Awards		339	339	339	0	
	Expenditure	3,062	3,062	3,062	0	
	Income	-2,085	-2,085	-2,085	0	
G26 School Improvement Secondary		977	977	977	0	
	Expenditure	3,134	3,134	3,134	0	
	Income	-1,853	-1,853	-1,853	0	
G27 14 to 19 Years		1,281	1,281	1,281	0	
	Expenditure	1,405	1,405	1,080	-325	
	Income	-1,405	-1,405	-1,080	325	
G30 Music Services/Arts Education		0	0	0	0	
	Expenditure	670	670	613	-57	Subject to approval, City Learning Centre grant to be carried forward to August 2011.
	Income	-251	-251	-318	-67	
G33 E-Learning		419	419	295	-124	
	Expenditure	434	434	434	0	
	Income	-234	-234	-234	0	
G34 Excellence in Cities		200	200	200	0	
	Expenditure	10,401	10,401	6,934	-3,467	Secretary of State has confirmed that these payments to FE colleges and training providers will no longer be made through the Local Authority from August 2010.
	Income	-10,401	-10,401	-6,934	3,467	
G35 Further Education and Training		0	0	0	0	
	Expenditure	613	613	583	-30	
	Income	-77	-77	-77	0	
H17 Support for Learning Service		536	536	506	-30	
	Expenditure	464	464	464	0	
	Income	0	0	0	0	
G37 Youth & Community Learning M&A		464	464	464	0	
	Expenditure	4,555	4,555	5,009	454	WNF monies for Getting Neighbourhoods Working (ESOL) are currently held corporately but they are due to be allocated shortly.
	Income	-3,722	-3,722	-4,185	-463	
G38 Lifelong Learning		833	833	824	-9	

	Expenditure Income	9,368 -2,309	10,248 -3,187	1,006 -1,004	The circa £1m variances on expenditure and income relate to additional grant funding streams; WNF, 'You Decide' and Newstart Plus
G39 Youth & Connexions Service		7,059	7,061	2	
	Expenditure	1,337	1,374	37	
	Income	-215	-245	-30	
G40 Junior Youth Service		1,122	1,129	7	
	Expenditure	194	458	264	
	Income	-45	-309	-264	The £264k variance results from additional PCT funding
G41 Healthy Lives		149	149	0	
	Expenditure	856	1,087	231	
	Income	-80	-311	-231	The £231k variance results from additional 'You Decide' funding
G42 Community Languages Team		776	776	0	
	Expenditure	246	190	-56	
	Income	-56	0	56	
G43 Out-of-hours Learning & Study Support		190	190	0	
	Expenditure	3,078	3,021	-57	
	Income	-2,543	-2,486	57	
G44 Extended Schools		535	535	0	
	Expenditure	676	654	-22	
	Income	-376	-354	22	
G45 Play		300	300	0	
	Expenditure				
	Income				
G46 Community Premises		0	0	0	
	Expenditure	2,063	1,774	0	
	Income	-1,114	-825	0	
G60 Youth Offending Service		949	949	0	
	Expenditure	266	295	29	
	Income	0	0	0	
G49 Childrens Social Care M&A		266	295	29	
	Expenditure	2,358	2,452	94	
	Income	-148	-148	0	
G50 Child Protection & Reviewing		2,210	2,304	94	
	Expenditure	779	791	12	
	Income	0	0	0	
G51 Childrens Resources : Management		779	779	12	

	Expenditure Income	1,679 0	1,679 0	1,768 0	89 0	
G52 Childrens Resources : Residential		1,679	1,679	1,768	89	
	Expenditure Income	3,078 -66	3,078 -66	3,012 -66	-66 0	
G53 Childrens Resources : Family Placements		3,012	3,012	2,946	-66	
	Expenditure Income	17,137 -196	17,137 -196	17,173 -212	36 -16	The number of Children Looked After clients at 353 is higher than the 326 target anticipated when the original estimates were set.
G54 Childrens Resources : Commissioning		16,941	16,941	16,961	20	
	Expenditure Income	2,340 0	2,340 0	2,375 -10	35 -10	
G55 Children Looked After		2,340	2,340	2,365	25	
	Expenditure Income	2,641 -179	2,641 -179	2,641 -179	0 0	
G56 Leaving Care		2,462	2,462	2,462	0	
	Expenditure Income	5,753 -1,210	5,753 -1,210	5,742 -1,210	-11 0	
G57 Fieldwork: Advice and Assessment		4,543	4,543	4,532	-11	
	Expenditure Income	2,609 0	2,609 0	3,851 -1,242	1,242 -1,242	The responsible officer had not been in a position to confirm the funding when original estimates were set.
G58 Integrated Services for Children with Disabilities		2,609	2,609	2,609	0	
	Expenditure Income	352 -44	352 -44	359 -44	7 0	
G59 Emergency Duty Team		308	308	315	7	
	Expenditure Income	1,803 0	1,803 0	1,803 0	0 0	
G61 Children-Mental Health (CAMHS)		1,803	1,803	1,803	0	
	Expenditure Income	1,739 -508	1,739 -508	1,739 -508	0 0	
G62 Attendance and Welfare Service		1,231	1,231	1,231	0	
	Expenditure Income	4,492 -500	4,492 -500	4,343 -500	-149 0	Difficulties in appointing to social worker posts has led to problems in projecting staffing costs, which should be alleviated by 11 new permanent appointments starting soon.
H57 Family Support and Protection		3,992	3,992	3,843	-149	
	Expenditure Income	336 -50	336 -50	300 -50	-36 0	
G65 Strategic, Partnerships and Performance M and A		286	286	250	-36	

	Expenditure Income	2,506 -26	2,506 -26	3,286 -806	780 -780	Additional external funding of £756,332 achieved.
G67 Commissioned Services		2,480	2,480	2,480	0	
	Expenditure Income	535 -448	535 -448	535 -448	0 0	
G68 External Funding & Partnerships		87	87	87	0	
	Expenditure Income	408 -260	408 -260	593 -445	185 -185	The additional expenditure, which is offset by additional income, relates to increased trading activity
G69 Communications		148	148	148	0	
	Expenditure Income	510 -126	510 -126	553 -169	43 -43	
G70 Children's Information Systems		384	384	384	0	
	Expenditure Income	783 0	783 0	702 -30	-81 -30	
G71 Strategy		783	783	672	-111	
	Expenditure Income	446 0	446 0	449 -20	3 -20	
G72 Programme Management		446	446	429	-17	
	Expenditure Income	870 0	870 0	938 -14	68 -14	
G74 Equalities Development		870	870	924	54	
	Expenditure Income	696 -378	696 -378	695 -378	-1 0	
G75 IT Social Care		318	318	317	-1	
	Expenditure Income	245 0	245 0	275 -30	30 -30	
G20 School Governance and Information		245	245	245	0	

	Expenditure	528	528	528	528	0	0	
	Income	-410	-410	-410	-410	0	0	
G78 Pupil Admissions and Exclusions		118	118	118	118	0	0	
	Expenditure	648	648	798	798	150	150	More training places required than funding available. Costs incurred for 2010/11 so overspend can only be offset by other measures elsewhere in the CSF budget.
	Income	-27	-27	-27	-27	0	0	
G79 Resources M and A		621	621	771	771	150	150	
	Expenditure	529	529	529	529	0	0	
	Income	0	0	0	0	0	0	
G80 Information & Support Services		529	529	529	529	0	0	
	Expenditure	1,169	1,169	1,169	1,169	0	0	
	Income	-469	-469	-469	-469	0	0	
G81 Building Development and Technical Services		700	700	700	700	0	0	
	Expenditure	1,564	1,564	1,592	1,592	28	28	
	Income	-194	-194	-194	-194	0	0	
G82 Finance		1,370	1,370	1,398	1,398	28	28	
	Expenditure	1,567	1,567	1,977	1,977	410	410	The variance is due to this vote picking up the pre 1/04/05 school pension costs (this vote is the non schools vote which historically underspends. A further pressure is cut in the budget of 20% of the redundancy costs which occurred in 2008-9 and 2009-10, totalling £128k, giving rise to a variance of £410k
	Income	0	0	0	0	0	0	
G83 Human Resources GF		1,567	1,567	1,977	1,977	410	410	
	Expenditure	805	805	1,038	1,038	233	233	The additional expenditure relates to increased training activity at the Gorsefield RSC. Income of £205k, plus the effect of Increase in income due to increase of charges to School Library Service and HEC, additional income to be generated from the relocation of Support for Learning Service at the PDC and some additional teams and schools which have purchased the SLA
	Income	-424	-424	-775	-775	-351	-351	
G86 Professional Development Centre		381	381	263	263	-118	-118	
	Expenditure	14,414	14,414	15,470	15,470	1,056	1,056	This whole service, but particularly schools catering, is volatile. Forecast is broadly within budget currently, but only because £420k is being charged to DSG for catering beyond what was originally planned (seeH79).
	Income	-14,414	-14,414	-15,496	-15,496	-1,082	-1,082	
G87 Contract Services		0	0	-26	-26	-26	-26	
	Expenditure	1,337	1,337	1,337	1,337	0	0	
	Income	-550	-550	-550	-550	0	0	
G89 Building Schools for the Future		787	787	787	787	0	0	
	Expenditure	3,329	3,329	3,329	3,329	0	0	
	Income	-3,329	-3,329	-3,329	-3,329	0	0	
G91 Revenue Holding Accounts		0	0	0	0	0	0	

G92 Non Revenue Holding Accounts	Expenditure Income	0	0	0	0	0	0		
	Expenditure	7,259	7,259	7,259	7,259				
	Income	-7,259	-7,259	-7,259	-7,259				
G95 CCN Pooled Budgets		0	0	0	0	0	0		
	Expenditure	4,795	6,840	6,840	6,840				
	Income	-502	-3,036	-3,036	-3,036				
G02 Pre-Primary Schools DSG		4,293	3,804	3,804	3,804	0	0		
	Expenditure	142,139	142,139	142,139	142,139				
	Income	-18,025	-18,025	-18,025	-18,025				
G04 Primary Schools DSG		124,114	124,114	124,114	124,114	0	0		
	Expenditure	121,565	122,538	122,412	122,412		-126		
	Income	-30,194	-31,222	-31,222	-31,222		0		Reduction in contingency of £126k to balance schools DSG budget
G06 Secondary Schools DSG		91,371	91,316	91,190	91,190	0	-126		
	Expenditure	12,343	12,026	12,026	12,026		0		
	Income	-1,984	-1,613	-1,613	-1,613		0		
G08 Special Schools DSG		10,359	10,413	10,413	10,413	0	0		
	Expenditure	4,204	4,204	4,040	4,040		-164		
	Income	-1,184	-1,184	-1,048	-1,048		136		A reduction in income as a result of fewer SLAs has been offset by a reduction in staffing costs
G17 Support for Learning Service		3,020	3,020	2,992	2,992	-28	0		
	Expenditure	263	263	263	263		0		
	Income	0	0	0	0		0		
G28 Educational Improvement Partnership		263	263	263	263	0	0		
	Expenditure	4,797	5,113	4,920	4,920		-193		
	Income	-913	-1,229	-1,036	-1,036		193		
G29 Pupil Referral Unit		3,884	3,884	3,884	3,884	0	0		
	Expenditure	195	195	458	458		263		
	Income	0	0	0	0		0		
H10 Learning and Achievement M&A DSG		195	195	458	458	263	0		
	Expenditure	8,249	7,599	8,454	8,454		855		
	Income	-5,854	-4,714	-5,569	-5,569		-855		
H11 Early Years Service		2,395	2,885	2,885	2,885	0	0		
	Expenditure	8,191	8,191	8,172	8,172		-19		
	Income	-2,427	-2,427	-2,427	-2,427		0		
H16 Special Educational Needs		5,764	5,764	5,745	5,745	-19	0		

COMMUNITIES, LOCALITIES & CULTURE	FULL YEAR				Comment/ Risk Areas
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000	Variance	
Expenditure	2,500	2,500	2,500	0	
Income	-2,500	-2,500	-2,500	0	
E01 Management & Support	0	0	0	0	
Expenditure	712	1,246	1,246	0	
Income	-712	-1,246	-1,246	0	
E10 Public Realm M and A	0	0	0	0	
Expenditure	30,690	30,690	30,690	0	
Income	-4,377	-4,377	-4,377	0	Risk: Cleansing Contract indexation, negotiations are currently being undertaken with contractor to seek to ameliorate impact
E11 Waste & Cleansing Services	26,313	26,313	26,313	0	
Expenditure	12,064	12,233	12,233	0	
Income	-2,074	-2,274	-2,274	0	
E12 Transportation & Highways	9,990	9,959	9,959	0	
Expenditure	1,853	1,853	1,853	0	
Income	-1,853	-1,853	-1,853	0	
E14 Local Enforcement Teams	0	0	0	0	
Expenditure	6,862	6,861	6,861	0	
Income	-931	-1,006	-1,006	0	Risk: £200k has been allocated through the LAP Menus for Park Projects, however delays in LAP Consultative Steering Groups being held is likely to result in a spend of 50% being achieved in year
E43 Parks & Open Spaces	5,931	5,855	5,855	0	
Expenditure	123	123	123	0	
Income	-123	-123	-123	0	
E20 Environment Control Manager	0	0	0	0	
Expenditure	2,498	2,498	2,498	0	
Income	-874	-874	-874	0	
E21 Trading Standards	1,624	1,624	1,624	0	
Expenditure	6,738	6,738	6,738	0	
Income	-1,199	-1,199	-1,199	0	
E22 Environmental Health	5,539	5,539	5,539	0	

	Expenditure	4,481	4,481	4,481	0			
	Income	-3	-3	-3	0			
E23 Concessionary Fares		4,478	4,478	4,478	0			
		9,873	9,873	9,873	0			
		-9,873	-9,873	-9,873	0			
E24 Parking Control		0	0	0	0			
	Expenditure	909	909	909	0			
	Income	-440	-440	-440	0			
E36 Health & Safety		469	469	469	0			
	Expenditure	169	169	169	0			
	Income	-169	-169	-169	0			
E40 Divisional Management		0	0	0	0			
	Expenditure	9,748	9,748	9,748	0			
	Income	-1,499	-1,499	-1,499	0			Risk: There is the risk that insufficient funding is available from Lifelong Learning to support the full year contribution
E41 Idea Stores		8,249	8,249	8,249	0			
	Expenditure	4,852	4,954	4,954	0			
	Income	-379	-396	-396	0			
E42 Sports & Physical Activity		4,473	4,558	4,558	0			
	Expenditure	1,950	1,971	1,971	0			
	Income	-471	-471	-471	0			
E44 Arts & Events		1,479	1,500	1,500	0			
	Expenditure	847	847	847	0			
	Income	-847	-847	-847	0			
E45 Mile End Park		0	0	0	0			
	Expenditure				0			Risk: There is the risk of insufficient funding available to meet ESOL course commitment
	Income				0			
E47 Lifelong Learning		0	0	0	0			
	Expenditure	132	196	196	0			
	Income	0	0	0	0			
E51 Head of Crime Reduction		132	196	196	0			
	Expenditure	1,828	1,711	1,711	0			
	Income	-87	-180	-180	0			
E53 Partnership and Performance		1,741	1,531	1,531	0			

	Expenditure	2,485	2,370	2,370	2,370	0
	Income	-502	-397	-397	-397	0
E54 Operations		1,983	1,973	1,973	1,973	0
	Expenditure	771	842	842	842	0
	Income	-77	-60	-60	-60	0
E55 Policy & Victims		694	782	782	782	0
	Expenditure	3,319	3,390	3,390	3,390	0
	Income	-1,957	-1,959	-1,959	-1,959	0
E56 Drugs Action Team		1,362	1,431	1,431	1,431	0
	Expenditure	2,348	2,348	2,348	2,348	0
	Income	-1,895	-1,895	-1,895	-1,895	0
E61 Participation & Engagement		453	453	453	453	0
	Expenditure		991	991	991	0
	Income		-991	-991	-991	0
E71 Service Integration		0	0	0	0	0
	Expenditure	1,032	1,032	1,032	1,032	0
	Income	-1,032	-1,032	-1,032	-1,032	0
E30 Fleet Management		0	0	0	0	0
	Expenditure	4,748	4,748	4,748	4,748	0
	Income	-4,748	-4,748	-4,748	-4,748	0
E31 Passenger Transport		0	0	0	0	0
	Expenditure	434	434	434	434	0
	Income	-434	-434	-434	-434	0
E32 DSO Vehicle Workshop		0	0	0	0	0
	Expenditure	2,131	2,131	2,131	2,131	0
	Income	-2,131	-2,131	-2,131	-2,131	0
E25 Street Trading		0	0	0	0	0
Communities, Localities & Culture Total		74,910	74,910	74,910	74,910	0

DEVELOPMENT & RENEWAL	FULL YEAR				Comment/ Risk Areas
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000	Variance	
Expenditure	3,020	3,314	3,276	-38	
Income	-1,116	-1,116	-1,086	30	
J04 Major Project Development	1,904	2,198	2,190	-8	
Expenditure	3,119	2,911	2,829	-82	Variance - Shortfall in income due to a fall in planning application receipts, this has been mitigated by a reduction where possible in expenditure.
Income	-2,631	-2,534	-2,381	153	Risk - Levels of income expected to be received from planning applications and building control applications, continues to be high risk for the Directorate.
J06 Development Decisions	488	377	448	71	
Expenditure	1,630	50	79	29	
Income	-1,580	0	0	0	
J08 Programmes and Projects Funding	50	50	79	29	
Expenditure	1,822	2,219	2,284	65	Variance - Expenditure on the Economic Impact Assessment which is a statutory requirement under the Local Democracy, Economic Development and Construction Act 2009. Funding has been received from the Department of Communities and Local Government which is yet to be applied.
Income	-388	-531	-531	0	
J12 Resources	1,434	1,688	1,752	65	
Expenditure	3,169	3,889	3,786	-103	Variance - The Service Head for Development Decisions, remains unfilled and has been amalgamated into the post of Service Head for Development and Building Control, therefore providing an underspend on salary expenditure.
Income	-290	-602	-602	0	
J14 Management & Support Services	2,879	3,286	3,184	-102	
Expenditure	1,975	1,740	1,740	0	
Income	-804	-804	-804	0	
J16 Asset Management	1,171	935	935	0	
Expenditure	964	1,070	1,092	23	
Income	-79	-104	-109	-5	
J18 Olympics	885	966	984	18	
Expenditure	3,982	2,786	2,733	-53	
Income	-1,865	-1,363	-1,345	18	
J20 Strategy, Regeneration and Sustainability	2,117	1,423	1,388	-35	

	Expenditure	367	506	527	21	Risk - Inability to secure capital resources in future years to fund ongoing project management costs for capital schemes.
	Income	-449	-588	-517	71	
J22 Housing Regeneration		-82	-82	10	91	
	Expenditure	3,018	2,874	2,860	-14	
	Income	-2,315	-2,166	-2,166	1	
J24 Employment & Enterprise		703	707	694	-13	
	Expenditure	2,227	1,268	1,257	-10	
	Income	-2,227	-1,268	-1,257	10	
K99 Building Control Trading Account		0	0	0	0	
	Expenditure	1,731	2,534	2,534	0	
	Income	-855	-1,658	-1,658	0	
J26 Lettings		876	876	876	0	
	Expenditure	0	427	327	-101	Variance - To provide for the shortfall in search income being received by the service, expenditure has been reduced as much as possible to
	Income	0	-427	-327	100	minimise risk.
K98 Local Land Charges Trading Account		0	0	0	0	
Development & Renewal Total		12,425	12,425	12,540	115	

RESOURCES Directorate	FULL YEAR				Comment/Risk Area
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000	Variance	
Expenditure Income	2,432 -2,261	2,432 -2,261	2,432 -2,261	0 0	
R32 Corporate Finance	171	171	171	0	
Expenditure Income	911 -923	911 -923	911 -923	0 0	
R34 Internal Audit	-12	-12	-12	0	
Expenditure Income	34,593 -31,109	34,643 -31,159	34,643 -31,159	0 0	
R36 Council Tax & NNDR	3,484	3,484	3,484	0	
Expenditure Income	965 -752	976 -752	976 -752	0 0	
R38 Procurement	213	224	224	0	
Expenditure Income	585 -592	585 -592	585 -592	0 0	
R40 Risk Management	-7	-7	-7	0	
Expenditure Income	1,218 -1,185	1,218 -1,185	1,218 -1,185	0 0	
R42 Debtors Income Service	33	33	33	0	
Expenditure Income	505 -508	505 -508	505 -508	0 0	
R44 Cashiers	-3	-3	-3	0	
Expenditure Income	761 -803	774 -803	774 -803	0 0	
R46 Payments	-42	-29	-29	0	
Expenditure Income	9,598 -9,737	9,609 -9,737	9,609 -9,737	0 0	
R48 Information Services	-139	-128	-128	0	
Expenditure Income	7,354 -3,394	7,498 -3,535	7,498 -3,535	0 0	
R50 Customer Access	3,960	3,963	3,963	0	

	Expenditure	22,666	22,725	22,725	22,725	0	Risk - There is a risk of a potential rent increase for Mulberry Place but this is still subject to on-going negotiations and mitigating actions are being pursued to contain all these costs.
	Income	-18,234	-18,292	-18,292	-18,292	0	
R52 Administration Buildings		4,432	4,433	4,433	4,433	0	
	Expenditure	187,969	187,969	187,969	187,969	0	
	Income	-187,474	-187,474	-187,474	-187,474	0	
R54 Housing Benefits		495	495	495	495	0	
	Expenditure	476	476	476	476	0	
	Income	-459	-459	-459	-459	0	
R56 Depots		17	17	17	17	0	
	Expenditure	7,913	7,970	7,970	7,970	0	
	Income	-5,933	-6,125	-6,125	-6,125	0	
R58 Housing Benefits Administration		1,980	1,845	1,845	1,845	0	
	Expenditure	421	421	421	421	0	
	Income	-425	-425	-425	-425	0	
R60 Reprographics		-4	-4	-4	-4	0	
	Expenditure	1,575	1,543	1,543	1,543	0	
	Income	-125	3	3	3	0	
R82 Non-Distributed Costs		1,450	1,546	1,546	1,546	0	
	Expenditure	1,174	1,090	1,090	1,090	0	
	Income	-1,337	-1,253	-1,253	-1,253	0	
R90 HR Strategy		-163	-163	-163	-163	0	
	Expenditure	3,446	3,460	3,460	3,460	0	
	Income	-3,114	-3,128	-3,128	-3,128	0	
R92 HR Consultancy		332	332	332	332	0	
	Expenditure	3,780	3,849	3,849	3,849	0	
	Income	-2,511	-2,580	-2,580	-2,580	0	
R94 HR Operations		1,269	1,269	1,269	1,269	0	
	Expenditure	1,330	1,330	1,330	1,330	0	
	Income	-433	-433	-433	-433	0	
R96 PAS Scheme		897	897	897	897	0	
Resources Total		18,363	18,363	18,363	18,363	0	

CORPORATE COSTS AND CAPITAL FINANCING	FULL YEAR				Comment/Risk Area
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000	Variance	
Expenditure	19,248	19,398	19,398	0	
Income	-1,500	-1,650	-1,650	0	
Corporate Costs and Capital Financing	17,748	17,748	17,748	0	

HOUSING REVENUE ACCOUNT	FULL YEAR				Comment/Risk Area
	Original Budget £'000	Latest Budget £'000	Forecast Outturn £'000	Variance	
Expenditure					<u>Risk:</u> Rental projections are currently in line with budget. Good performance in relation to the reletting of void properties must be maintained in order that income generated from the stock is maximised.
Income	-59,427	-59,082	-59,100	-18	
Dwelling & Non Dwelling Rents	-59,427	-59,082	-59,100	-18	
Expenditure					<u>Budget Pressure:</u> Estate parking income is lower than budgeted, and THH are undertaking an exercise to investigate this. Income from leaseholder service charges is also lower than anticipated due to adjustments in block cleaning charges and climate control levies. The 2009/10 actual leaseholder service charge invoices will be finalised in October and Members will be updated of the impact of this when available.
Income	-16,705	-17,050	-16,470	580	
Tenant & Leaseholder Service Charges	-16,705	-17,050	-16,470	580	
Expenditure					<u>Risk:</u> Many of the elements of the Authority's HRA subsidy entitlement are pre-set for the financial year. However a major constituent of the grant relates to capital charges. These are subject to fluctuation in relation to interest rates, and there is a risk that reduced rates might adversely effect subsidy entitlement, although an element of this will be mitigated through reduced interest payments.
Income	-13,625	-13,625	-13,625	0	
Government Subsidy	-13,625	-13,625	-13,625	0	
Expenditure					
Income	-520	-520	-520	0	
Contributions from General Fund	-520	-520	-520	0	
Expenditure					
Income	-200	-200	-200	0	
Investment Income Received (Item 8)	-200	-200	-200	0	
Expenditure	21,705	21,705	21,705	0	<u>Risk:</u> Tower Hamlets Homes is projecting that expenditure on Repairs and Maintenance is in line with the budget, although it should be noted that this budget significantly overspent in the 2009-10 financial year. Various control mechanisms have been put in place by THH to control expenditure levels, and this budget is subject to on-going regular scrutiny by the THH Senior Management Team.
Income					
Repairs & Maintenance	21,705	21,705	21,705	0	
Expenditure	25,652	25,652	25,967	315	<u>Budget Pressure:</u> The major element of this budget is fixed within the management fee payable to THH. However, additional essential IT development projects are required to be completed prior to the THH inspection in the autumn. These costs should lead to efficiencies in the longer term
Income					
Supervision & Management	25,652	25,652	25,967	315	
Expenditure	13,911	13,911	13,911	0	The major element of this budget is fixed within the management fee payable to THH.
Income					
Special Services, Rent Rates & Taxes	13,911	13,911	13,911	0	
Expenditure	900	900	900	0	
Income					
Provision for Bad & Doubtful Debts	900	900	900	0	
Expenditure	32,605	32,605	32,605	0	<u>Risk:</u> Capital Financing Charges include interest payments, depreciation costs and revenue contributions towards the financing of capital schemes, including the set-aside funding for the repurchase of properties previously sold under right to buy legislation. As mentioned above (see Government Subsidy) Capital Financing Charges are dependent upon prevailing interest rates and are subject to fluctuations.
Income					
Capital Financing Charges	32,605	32,605	32,605	0	
Expenditure		0	0	0	
Income	-3,000	-3,000	-3,000	0	
Contributions from Reserves	-3,000	-3,000	-3,000	0	
Total Net HRA Expenditure	1,296	1,296	2,173	877	

Efficiency Savings Summary 2010/11

	Savings Target 2010/11	Forecast Savings as at Qtr 1	Actual Savings as at Qtr 1	Forecast Outturn Savings	Variance	Comments
	£000's	£000's	£000's	£000's	£000's	
ADULTS HEALTH & WELLBEING						
SAV/AHWB/02 (08) Improved efficiency of procurement of Supplies & Services	150	38	38	150		
SAV/AHWB/05 (08) Business Process Reengineering	-34	-9	-9	-34		
SAV/AHWB/01 Continuing Health Care charges	97	24	24	97		
TOTAL - Adults Health & Wellbeing	213	53	53	213	0	
CHILDREN, SCHOOLS AND FAMILIES						
SAV/CS/01 (09) Staffing review	375	94	94	375	0	
SAV/CS/02 (09) Unit Cost Analysis	228	57	57	228	0	
SAV/CS/02 (08) Streamlining Support for Families in need	56	14	5	20	36	G50 - child protection case volumes haven't fallen to make savings so far, efforts being made to achieve. The £20k savings indicated are in Early Years.
SAV/CS/03 (08) Children's Social Care Commissioning	100	25	0	50	50	Children looked after volumes higher than forecast. Costs being reviewed however there is risk of not achieving savings.
SAV/CS/04 (08) Organisational Restructure YPL	40	10	10	40	0	Savings will be achieved.
SAV/CS/05 (08) Invest to Save - Attendance Welfare Service	78	20	0	0	78	BM to be consulted.
SAV/CS/06 (08) Non-Statutory Support to Schools	25	6	6	25	0	Saving in Educational Psychologists G18 (JEK21/7)
SAV/CS/08 (08) Vendor Managed Service	30	8	8	30	0	
SAV/CS/10 (08) Young People Outside School	40	10	10	40	0	
SAV/CS/12 (08) Review of non & statutory provision	250	63	46	183	67	G49,G50,G51,G52 and G59 are not currently achieving their sav/cs/12 salary savings targets.
SAV/CS/13 (08) Early Years Advisory Team	50	13	13	50	0	Saving within the Early Years team.
SAV/CS/14 (08) Streamlining of Extended Provisions	70	18	18	70	0	
SAV/CS/15 (08) Restructure of Quality and Audit Team	24	6	6	24	0	Original 10/11 budget adjusted to include QUAD savings. Underspend forecast on G71
SAV/CS/16 (08) EYCL Efficiencies	197	49	49	197	0	
TOTAL - Children's Services	1,563	391	322	1,332	231	
COMMUNITIES, LOCALITIES & CULTURE						
SAV/CLC/04 (08) Reduce Street Light Maintenance	30	8	8	30	0	
SAV/CLC/15 (08) Trade Waste	200	0	0	200	0	Efficiency savings will be realised towards year end
SAV/CLC/11 (08) Leisure Management Contract	202	0	0	202	0	Efficiency savings will be realised towards year end
SAV/CLC/12 (08) Parking (Estate Parking/ Parking)	360	90	35	360	0	Compensatory savings will be made that delivers the efficiency savings
SAV/CLC/01 Concessionary Fares	620	620	620	620	0	Base budget saving
SAV/CLC/02 Directorate General Efficiency Savings	64	16	16	64	0	
TOTAL - Communities, Localities & Culture	1,476	734	679	1,476	0	
DEVELOPMENT & RENEWAL						
SAV/DR/01 (08) Horizontal Savings	12	3	3	12	0	
SAV/DR/08 (08) Energy Services	100	0	0	100	0	Fee schedules and regimes currently being developed to ensure income maximisation
SAV/DR/02 (09) Technical support to Planning & Building Group	49	12	12	49	0	
SAV/DR/03 (09) Review of housing related employment initiatives	50	13	13	50	0	
SAV/DR/01 Requisition to Pay	29	7	0	15	-15	Delay in the redeployment of staff, however in year compensatory savings have been identified.
SAV/DR/02 Specific Site Redevelopment Planning	53	53	53	53	0	Budget removed as part of the 2010/2011 budget setting process for the Directorate and no expenditure incurred.
TOTAL - Development & Renewal	293	88	81	279	-15	
CHIEF EXECUTIVE'S						
SAV/CE/01 (08) Registration of Births, Marriages & Deaths/ Pensions contribution	20	5	5	20	0	Planned savings already achieved
SAV/CE/02 (08) Directorate wide improvement programme	151	38	38	151	0	Planned savings already achieved
SAV/CE/06 (08) Reduction in Communications Expenditure	81	20	20	81	0	Planned savings already achieved
SAV/DR/04 (08) / S. Corporate Match funding	60	15	15	60	0	Planned savings already achieved
SAV/CE/01 Chief Executive's Service Improvement Efficiency	39	10	10	39	0	Planned savings already achieved
SAV/CE/02 Legal Services	14	4	4	14	0	Planned savings already achieved
SAV/CE/03 Reduce Pulling Together print run	13	3	3	13	0	Planned savings already achieved
SAV/CE/04 Challenge Fund	32	8	8	32	0	Planned savings already achieved
TOTAL - Chief Executive's	410	103	103	410	0	
RESOURCES						
SAV/CE/05 (08) Procurement of agency staff through vendor management	20	5	5	20	0	Planned savings already achieved
SAV/DR/06 (08) Administration of benefits	100	25	25	100	0	Planned savings already achieved
SAV/CE/02 (08) Directorate wide improvement programme	302	76	76	302	0	Planned savings already achieved
SAV/RES/09 Directorate wide Continuous Improvement Initiatives	143	36	36	143	0	Planned savings already achieved
TOTAL - Resources	565	142	142	565	0	
TOTAL SAVINGS	4,520	1,511	1,379	4,274	217	

COMMUNITIES, LOCALITIES AND CULTURE (CLC)

	Budget at 30-Jun-10		Spend to 30-Jun-10		Projection 2010-11		% Budget Spent		Projected Variance		REASONS FOR VARIANCES	
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	Spend to Date against Budget	Projection against Budget
MAINSTREAM PROGRAMME												
Transport												
TfL schemes including safety, cycling and walking	5.789		0.340		5.789		5.9%		0.000			Schemes in design stage.
Public Realm Improvements	2.581		0.072		2.581		2.8%		0.000			Schemes in design stage.
Olympic Delivery Authority	0.730		0.000		0.730		0.0%		0.000			Schemes in design stage.
Developers Contribution	1.682		0.204		1.682		12.1%		0.000			
OPTEMS section 106	0.250		0.000		0.250		0.0%		0.000			Schemes in design stage.
Street Lighting	0.002		0.002		0.002		110.3%		0.000			Settlement of contract uplift costs for 2009/10
Parks												
Millwall Park/Island Gardens	0.088		0.062		0.088		70.9%		0.000			Scheme carried forward from 2009/10
Poplar Park	0.144		0.001		0.144		0.7%		0.000			Scheme carried forward from 2009/10
St Johns Park	0.085		0.013		0.085		14.9%		0.000			
Allen Gardens	0.027		0.014		0.027		52.5%		0.000			Scheme carried forward from 2009/10
Schoolhouse Lane Multi Use Ball Games Area	0.032		0.000		0.032		0.0%		0.000			Scheme carried forward from 2009/10
Braithwaite Park	0.017		0.000		0.017		0.0%		0.000			Scheme carried forward from 2009/10
Chicksand Ghat	0.005		-0.016		0.005		N/A		0.000			Sundry Creditors
Meath Gardens Improvements	0.059		0.059		0.059		100.0%		0.000			Scheme carried forward from 2009/10
Bethnal Green Improvements	0.222		0.143		0.222		64.3%		0.000			Scheme carried forward from 2009/10
Pennyfields Open Space	0.002		0.002		0.002		75.3%		0.000			Retentions paid out on completed scheme
Belgrave St Open Space	0.010		0.010		0.010		100.0%		0.000			Retentions paid out on completed scheme
Stepney Green Gardens	0.006		-0.001		0.006		N/A		0.000			Sundry Creditors
Victoria Park Masterplan (1)	0.863		0.183		0.863		21.2%		0.000			Tenders in process
Cotton Street Open Space	0.046		0.000		0.046		0.0%		0.000			
Culture and major projects												
Banglatown Art Trail & Arches	0.184		-0.071		0.184		N/A		0.000			Sundry Creditors
Brady Centre	0.245		0.000		0.245		0.0%		0.000			Schemes in design stage.
Kobi Nazrul	0.054		0.000		0.054		0.0%		0.000			Schemes in design stage.
Poplar Baths	0.015		0.005		0.015		35.0%		0.000			
Creation of Mobile Public Art	0.040		0.000		0.040		0.0%		0.000			Schemes in design stage.
Cable Street Mural	0.060		0.000		0.060		0.0%		0.000			Schemes in design stage.
Other												
CCCTV 2009/10	0.070		-0.134		0.070		N/A		0.000			Sundry Creditors
Generators at Mulberry Place & Anchorage House	0.014		0.000		0.014		0.0%		0.000			Project delayed, awaiting outcome of agreed planning consent
Contaminated land survey and works	0.059		0.000		0.059		0.0%		0.000			Project delayed till 2011/12
585-593 Commercial Road (Parking Pound)	0.049		0.049		0.049		100.2%		0.000			
CLC MAINSTREAM TOTAL	13.430		0.928		13.430		6.9%		0.000			

COMMUNITIES, LOCALITIES AND CULTURE (CLC)

	Budget at 30-Jun-10 £m	Spend to 30-Jun-10 £m	Projection 2010-11 £m	% Budget Spent £m	Projected Variance £m	REASONS FOR VARIANCES	
						Spend to Date against Budget	Projection against Budget
LOCAL PRIORITIES PROGRAMME							
Victoria Park Masterplan	0.945	0.000	0.945	0.0%	0.000	Tenders in process	
Essential Health & Safety	0.050	0.000	0.050	0.0%	0.000	Contingency fund for remedial works - dependent upon investigation findings.	
Major Projects - LPP	0.166	0.000	0.166	0.0%	0.000		
Culture - LPP	0.203	0.010	0.203	4.8%	0.000		
CLC LPP TOTAL	1.364	0.010	1.364	0.7%	0.000		
CLC GRAND TOTAL	14.794	0.938	14.794	6.3%	0.000		

CHILDREN, SCHOOLS AND FAMILIES (CSF)

	REASONS FOR VARIANCES						
	Budget at 30-Jun-10 £m	Spend to 30-Jun-10 £m	Projection 2010-11 £m	% Budget Spent £m	Projected Variance £m	Spend to Date against Budget	Projection against Budget
MAINSTREAM PROGRAMME							
Modernisation	1.846	0.131	1.846	7.1%	0.000	Major spend post summer.	
Extended Schools	0.340	0.030	0.340	8.9%	0.000	Schools to claim matched funding	
Schools Access Initiative	0.135	0.063	0.135	46.8%	0.001	Main spend Q1 & Q2	
Basic Need/Expansion	8.198	1.591	8.198	19.4%	0.000	2 projects at development stage	
Sure Start	2.617	0.185	2.617	7.1%	0.000	Funding under government review	
Primary Capital Programme	11.467	0.631	11.467	5.5%	0.000	Major spend to occur post summer	
Quality and Access Grant	2.369	0.124	2.369	5.3%	0.000	Grants paid in Q3 & Q4	
City Learning Centre	0.175	0.052	0.100	29.9%	-0.075		Balance passported directly to schools.
Bishop's Square	0.429	0.009	0.074	2.2%	-0.355	Main spend Q4	Main spend to be incurred Q4
Osmani - Redevelopment	1.096	0.000	0.515	0.0%	-0.581	LPP funding used (see below)	Project due to complete 2011/12
RCCO	0.368	0.000	0.350	0.0%	-0.018	Spend from Q2 onwards	
Fair Play Pathfinder	0.007	0.000	0.007	0.0%	0.000	Final claim in Q3	
Youth Capital Fund	0.137	0.005	0.100	3.7%	-0.037	Project on site from September 2010.	Additional projects to be identified
Space for Sports and Arts	0.010	0.010	0.010	100.0%	0.000	Final payment	
TCF Kitchen & Dining	0.229	0.000	0.229	0.0%	0.000	Projects on site. Payments will occur in Q3	
Short Breaks	0.320	0.024	0.170	7.6%	-0.150		Approvals required before balance is spent.
ICT	1.479	0.000	0.000	0.0%	-1.479	Project spend to be agreed	Projects to complete in 2011/12
CSF MAINSTREAM TOTAL	31.221	2.856	28.527	9.1%	-2.694		

CHILDREN, SCHOOLS AND FAMILIES (CSF)

	Budget at 30-Jun-10 £m	Spend to 30-Jun-10 £m	Projection 2010-11 £m	% Budget Spent £m	Projected Variance £m	REASONS FOR VARIANCES	
						Spend to Date against Budget	Projection against Budget
LOCAL PRIORITIES PROGRAMME							
Osmani - Redevelopment	1.911	0.215	1.911	11.3%	0.000	Project on site August	
Bishop Challoner - Community Facilities	0.600	0.000	0.595	0.0%	-0.005	Awaiting contributory funding to scheme.	
Harry Gosling Remodelling Phase 2	0.012	0.008	0.012	61.7%	0.000	Final account due September	
Toby Lane	0.014	0.000	0.013	0.0%	-0.001	Spend to occur in Q2	
Youth Service Accommodation Strategy	0.094	0.000	0.046	0.5%	-0.048	Project on site September	New projects to be agreed
CSF LPP TOTAL	2.631	0.223	2.577	8.5%	-0.054		
CSF GRAND TOTAL	33.852	3.079	31.104	9.1%	-2.748		

CHIEF EXECUTIVE'S AND RESOURCES

	Budget at 30-Jun-10 £m	Spend to 30-Jun-10 £m	Projection 2010-11 £m	% Budget Spent £m	Projected Variance £m	REASONS FOR VARIANCES	
						Spend to Date against Budget	Projection against Budget
LOCAL PRIORITIES PROGRAMME							
Corporate DDA Programme	0.755	0.027	0.255	3.6%	-0.500		
Accommodation Strategy	2.069	0.000	1.000	0.0%	-1.069		
FM Anchorage Dilapidations	0.085	0.000	0.085	0.0%	0.000	Will be spent when Anchorage House is vacated (2013/14)	
Southern Grove- Roof Improvements	0.022	0.000	0.000	0.0%	-0.022		
Poplar Public Mortuary	0.045	0.000	0.000	0.0%	-0.045		
ICT - RCCO	1.032	0.000	0.000			Dependent upon availability revenue funding.	
Telephony invest to save	1.187	0.000	1.187	0.0%	0.000		
ICT	0.221	0.004	0.221	1.8%	0.000	This budget is fully committed and ICT are likely to spend this during the course of the year.	
CHIEF EXEC & RESOURCES TOTAL	5.416	0.031	2.748	0.6%	-1.636		

ADULTS HEALTH AND WELLBEING (AHWB)

	Budget at 30-Jun-10				Projection 2010-11		% Budget Spent		Projected Variance		REASONS FOR VARIANCES		Projection against Budget	
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
MAINSTREAM PROGRAMME														
Adults social care IT infrastructure	0.283	0.004	0.283	0.000	0.283	0.000	1%	0.000	0.000	0.000	Grant committed to Framework I project. Complete 2010/11.			
Mental health services	0.190	0.017	0.190	0.000	0.190	0.000	9%	0.000	0.000	0.000	0.047m contractually committed expenditure. At this stage of the financial year urgent works are being issued only for maintenance. Planned items of essential works have not yet commenced.			
Safety works	0.123	0.000	0.123	0.000	0.123	0.000	0%	0.000	0.000	0.000	0.086m contractually committed expenditure. Planned areas of work have not yet commenced.			
LIP	0.119	0.000	0.119	0.000	0.119	0.000	0%	0.000	0.000	0.000	The LIP budget is committed to the Framework I project and will be spent in 2010/11.			
Improving the Care Home Environment for Older People	0.020	0.000	0.020	0.000	0.020	0.000	0%	0.000	0.000	0.000	Scheme complete. Budget to be transferred under delegated authority to works order 37763 for essential building works within the property portfolio.			
AHWB MAINSTREAM TOTAL	0.735	0.021	0.735	0.021	0.735	0.000	3%	0.000	0.000	0.000				
LOCAL PRIORITIES PROGRAMME														
PFI LIFT Credits	0.012	0.000	0.012	0.000	0.012	0.000	0%	0.000	0.000	0.000	Scheme complete. Budget to be transferred under delegated authority to works order 37763 for essential building works within the property portfolio.			
Efficiency Project - System/technology	0.270	0.002	0.199	0.002	0.199	-0.071	1%	-0.071	-0.071	-0.071	Projected to spend 0.199m in 2010/11 due to delays in works.			Reduced project lifecycle costs for this project.
Efficiency Project - Single Assessment	0.150	0.000	0.000	0.000	0.000	-0.150	0%	-0.150	-0.150	-0.150	Project completed under budget			Amount not required.
AHWB LPP TOTAL	0.432	0.002	0.211	0.002	0.211	-0.221	1%	-0.221	-0.221	-0.221				
AHWB GRAND TOTAL	1.167	0.023	0.946	0.023	0.946	-0.221	2%	-0.221	-0.221	-0.221				

DEVELOPMENT & RENEWAL (D&R)

		REASONS FOR VARIANCES					Projection against Budget	
		Spend to Date against Budget		Projected Variance		Projection against Budget		
Budget at 30-Jun-10	Spend to 30-Jun-10	Projection 2010-11	% Budget Spent	Projected Variance				
£m	£m	£m	£m	£m				
MAINSTREAM PROGRAMME								
Decent Homes	24.290	2.166	8.9%	0.000	The mainstream Housing Capital programme is managed by Tower Hamlets Homes on behalf of the Authority and incorporates work to the Council's own stock. Tower Hamlets Homes closely monitors this budget and the spend to the end of June is approximately in line with the target profile for this stage of the financial year. The initial budget agreed by Cabinet in March 2010 was £24.290 million, however this programme was revised by Cabinet in September 2010 in light of concerns regarding the level of resources available for future years. It is anticipated that all resources will be fully utilised in the current financial year.			
Ocean New Deal for Communities	10.000	1.244	12.4%	0.000	This project is funded from NDC capital grant of £5,000,000 and mainstream Capital Resources of £5,000,000 in 2010-11. Although the expenditure incurred to 30 June only represents 12% of the resources, full expenditure is earmarked for the remainder of the financial year to meet Government Office for London grant conditions.			
Regional Housing Pot	4.564	0.000	0.0%	0.000	Funding of approximately £7.27 million has been secured from the DCLG to facilitate the regeneration of the St Clement's Hospital site and to undertake masterplanning on the Malmesbury and Birchfield Estates. The masterplanning contracts have been let and expenditure will be incurred during 2010-11. Initial profiled expenditure indicated that costs of £4.564 million will be incurred in 2010-11, however funds are not specific to a particular financial year and will be carried forward for utilisation in later years as necessary.			
Millennium Quarter	0.200	0.000	0.0%	-0.050	This project is fully financed from Section 106 resources. Expenditure will be incurred later in the financial year.			
Bishops Square	0.570	0.273	47.9%	0.000	The D&R element of the Bishops Square Section 106 scheme incorporates a budget of £570,000. It is anticipated that it will be fully utilised during 2010-11.			
Roman Road Shops/ Bethnal Green Terrace	0.320	0.002	0.6%	-0.070	This project is fully financed from historic Local Authority Business Growth Initiative (LABGI) resources. Expenditure will be incurred later in the financial year.			
Dunbridge Street Health and Well-Being Centre	1.610	1.610	100.0%	0.000	This Section 106 funded scheme to develop a new Health and Well Being Centre at Dunbridge Street was approved by Cabinet on 10 March 2010. Full payment has been made to the PCT during the financial year.			
St Andrew's Health and Well-Being Centre	4.777	0.000	0.0%	0.000	This Section 106 funded scheme to develop a new Health and Well Being Centre on the former St Andrew's Hospital site was approved by Cabinet on 10 March 2010. Payment is anticipated later in the financial year.			
Social Housing Energy Savings Programme	1.690	0.002	0.1%	0.000	The Homes and Communities Agency awarded the Authority £2,070,000 of funding under the Social Housing Energy Savings Programme to deliver cavity wall insulation to its social housing units. The initial funding profile was revised in conjunction with the HCA, to allow the Authority to carry forward funding of £1.690 million to be utilised in 2010-11. Expenditure of this level must be incurred in order to maximise grant entitlement, and commitments have now been entered into to deliver the project.			
Whitechapel Centre	1.105	0.026	2.4%	-0.255	This scheme is mainly funded through Big Lottery and ERDF grants. Expenditure is being incurred in accordance with grant conditions, with the projected underspend against the original profile carried forward into future years.			
D&R MAINSTREAM TOTAL	49.126	5.323	11%	-0.375				

DEVELOPMENT & RENEWAL (D&R)

	REASONS FOR VARIANCES				Projected Variance £m	Projection £m	Spending to Date against Budget	Projection
	Budget at 30-Jun-10 £m	Spending to 30-Jan-00 £m	Projection 2010-11 £m	% Budget Spent £m				
LOCAL PRIORITIES PROGRAMME								
Overcrowding Strategy	1.815	0.542	1.815	29.9%	0.000		The Overcrowding Strategy represents a £19.4 million commitment over two financial years. The initial Cabinet report estimated that expenditure of £9.7 million would be incurred in 2009-10, with the same amount in 2010-11. As is the case with Blackwall Reach, this profile was flexible, with resources being in place to finance the expenditure in earlier years as necessary. The level of interest in the scheme meant that the number of completions during 2009-10 was significantly higher than initial projections anticipated. Resources were therefore brought forward into 2009-10 within a corresponding decrease in the available budget for 2010-11. The residual element of £1.8 million will be fully utilised in 2010-11.	
Council Housebuilding Initiative	3.500	0.043	3.500	1.2%	0.000		In accordance with the grant conditions, Phase 1 of the Building Britain's Future scheme must be completed by the end of the financial year, with Phase 2 to commence in 2010-11. Although a capital estimate was adopted for Phase 2 in advance of the allocation announcement, the scheme was oversubscribed and the Authority received a much lower allocation than anticipated. The revised budget profile reflects the final allocations and expenditure will be incurred in accordance with the grant conditions.	
Blackwall Reach	4.000	0.340	4.000	8.5%	0.000		The Blackwall Reach project represents a £13 million commitment over three financial years. Initial estimates were that expenditure of £2,000,000 would be incurred in 2009-10, with £4,000,000 in 2010-11 and £7,000,000 in 2011-12. This profile is flexible however, with resources in place to adapt the profiled expenditure as necessary.	
Delivering Decent Homes (Accelerated Delivery)	2.000	0.000	2.000	0.0%	0.000		This scheme is financed from Accelerated Delivery Funding that was allocated by Cabinet in November 2009. The resources unutilised in 2009-10 have been carried forward into 2010-11.	Full spend projected.
Aids and Adaptations (Accelerated Delivery)	0.250	0.000	0.250	0.0%	0.000		This scheme is financed from Accelerated Delivery Funding that was allocated by Cabinet in November 2009. The resources unutilised in 2009-10 have been carried forward into 2010-11.	Full spend projected.
Disabled Facilities Grant	1.000	0.100	1.000	10.0%	0.000		This is a demand led budget. Expenditure for the first three months of the financial year is below that profiled, although outstanding commitments should increase expenditure over the remainder of the year.	
Private Sector and Affordable Housing	1.000	0.000	0.000	0.0%	-1.000		This project is funded through the recycling of capital receipts to grant fund developments in conjunction with Registered Social Landlords. No projects are currently in place so no estimated expenditure is anticipated.	
High Street 2012	5.760	0.086	5.760	1.5%	0.000		This scheme was initially approved by Cabinet in May 2009, but significant additional resources have been notified to and agreed by Cabinet at the January and March 2010 meetings.	Spending anticipated to be in accordance with revised profile.
Discretionary Private Sector Housing Grants	0.850	0.045	0.850	5.3%	0.000		This is a demand led budget. Expenditure for the first three months of the financial year is below that profiled, although outstanding commitments should increase expenditure over the remainder of the year.	
Emergency Property Works Contingency	1.000	0.000	0.000	0.0%	-1.000		This contingency was established as part of the 2009-10 budget process. No expenditure has been incurred to date. The unspent element of the contingency will be carried forward to be utilised as necessary in future years.	
Cottall Street / Bartlett Park	0.301	0.258	0.301	85.7%	0.000		This scheme was approved by Cabinet in November 2009. The costs incurred in 2009-10 were in line with projections, with the main residual elements of expenditure having already been incurred during 2010-11.	
Installation of Automatic Energy Meters	0.200	0.026	0.200	13.0%	0.000		This scheme was commissioned towards the end of 2009-10 with the unutilised resources carried forward into 2010-11. Full spend is anticipated in the current financial year.	Full spend projected.
D&R LPP TOTAL	21.676	1.440	19.676	6.6%	-2.000			
D&R GRAND TOTAL	70.802	6.763	68.427	9.6%	-2.375			

BUILDING SCHOOLS FOR THE FUTURE (BSF)

	Budget at 30-Jun-10 £m		Spend to 30-Jun-10 £m		Projection 2010-11 £m		% Budget Spent £m		Projected Variance £m		REASONS FOR VARIANCES Spend to Date against Budget		Projection against Budget	
MAINSTREAM PROGRAMME														
Wessex	0.179		0.103		0.179		57.3%		0.000			Monies held for retentions/final acct.		
St Paul's Way	16.983		3.802		16.983		22.4%		0.000			based on construction spend profile		based on current spend profile/milestones
Bethnal Green Tech. College	4.260		1.862		4.260		43.7%		0.000			based on construction spend profile		based on current spend profile/milestones
Morpeth	8.932		0.565		8.932		6.3%		0.000			based on construction spend profile		based on current spend profile/milestones
Oaklands	6.600		1.025		6.600		15.5%		0.000			based on construction spend profile		based on current spend profile/milestones
Sir John Cass	8.305		0.796		8.305		9.6%		0.000			based on construction spend profile		based on current spend profile/milestones
Ian Mikardo	3.900		0.651		3.900		16.7%		0.000			based on construction spend profile		based on current spend profile/milestones
Beatrice Tate	0.000		0.000		0.000		0.0%		0.000			Contract close anticipated 2011/12		subject to achieving contract close
Bowden House	1.000		0.000		1.000		0.0%		0.000			based on construction spend profile		subject to achieving contract close
PRU Harpley	3.000		0.000		3.000		0.0%		0.000			based on construction spend profile		based on current spend profile/milestones
Swanlea	4.000		0.000		4.000		0.0%		0.000			based on construction spend profile		based on current spend profile/milestones
Raines	3.000		0.000		3.000		0.0%		0.000			based on construction spend profile		subject to achieving contract close
Central Foundation	1.500		0.000		1.500		0.0%		0.000			contract close anticipated last quarter 10/11		subject to achieving contract close
Langdon Park	1.500		0.000		1.500		0.0%		0.000			contract close anticipated last quarter 10/11		subject to achieving contract close
Phoenix	1.000		0.000		1.000		0.0%		0.000			contract close anticipated last quarter 10/11		subject to achieving contract close
Stepney Green	1.500		0.000		1.500		0.0%		0.000			contract close anticipated last quarter 10/11		subject to achieving contract close
Bow Boys	0.000		0.000		0.000		0.0%		0.000			Contract close anticipated 2011/12		subject to achieving contract close
New School	0.000		0.000		0.000		0.0%		0.000			Contract close anticipated 2011/12		subject to achieving contract close
BSF MAINSTREAM TOTAL	65.659		8.803		65.659		13.4%		0.000					
LOCAL PRIORITIES PROGRAMME														
BSF Wave 5	1.100		0.000		1.100		0.0%		0.000					
BSF LPP TOTAL	1.100		0.000		1.100		0.0%		0.000					
BSF GRAND TOTAL	66.759		8.803		66.759		13.2%		0.000					

Agenda Item 10.3

Committee/Meeting: Cabinet	Date: 6 October 2010	Classification: Unrestricted	Report No:
Report of: Corporate Director Development and Renewal		Title: Stifford Community Centre – proposed new lease to facilitate redevelopment	
Originating officer(s) Andy Algar Service Head, Asset Management		Wards Affected: St Dunstons and Stepney Green	

Lead Member	Cllr Edgar, Resources
Community Plan Theme	One Tower Hamlets
Strategic Priority	Work efficiently and effectively as one Council.

1. **SUMMARY**

- 1.1 This report details proposals to grant a long lease to the Stifford Estate – Tinsley, Jamaica, Redmans and Stepney Green Tenants and Residents Association (“the Stifford Centre”) to facilitate the redevelopment of their existing site. The report recommends that a new lease be approved, subject to a number of conditions being met.

2. **DECISIONS REQUIRED**

Cabinet is recommended to:-

- 2.1 Approve, in principle, the grant of a lease of up to 99 years to Stifford Estate – Tinsley, Jamaica, Redmans and Stepney Green Tenants and Residents Association.
- 2.2 To authorise the Corporate Director, Development and Renewal, to finalise the detailed lease terms. Any such terms to be on a commercial basis and at market value at the time of sale.
- 2.3 To note the preconditions that the Stifford Centre will need to comply with prior to any lease being granted, namely that capital funding is in place, a clear delivery plan agreed, that they can demonstrate long-term viability and the lease to be completed within six months of a Cabinet decision.
- 2.4 Note the requirement for the Stifford Centre to be decanted for the construction period and instruct the Corporate Director, Development and

Renewal to support them in finding temporary accommodation with any short-term letting being at market value and on commercial terms.

3. REASONS FOR THE DECISIONS

- 3.1 The proposal from the Stifford Centre would facilitate the creation of new community facilities (using external funding) enabling them to expand the range of services they offer. The proposal will also generate a capital receipt for the Housing Revenue Account which will be available for reinvestment.

4. ALTERNATIVE OPTIONS

- 4.1 The Stifford Centre would be unable to secure external funding without a longer lease. The alternative would therefore be to maintain the status quo.

5. BACKGROUND

- 5.1 The Stifford Centre was established around ten years ago and provides a broad range of programmes and projects to local people. A full list of their current programme is attached as Appendix 1.

- 5.2 The Centre operates from converted shop premises at 2-6 Cressy Place, and they have extended the premises. A plan of the site (edged black) is attached as appendix 2.

- 5.3 The Centre has ambitious redevelopment proposals and obtained planning permission for a new, four storey community centre that would enable it to provide a broader range of services from much improved premises.

6. BODY OF REPORT

- 6.1 The Centre has estimated the total construction costs to be a minimum of £3.7m (this figure could be higher dependent on the final specification of the building). An external valuation report has been commissioned and market value will be confirmed at the meeting.

- 6.2 The Centre has secured a combination of grant and loan funding of c. £2.0m from The Social Investment Business and needs to raise minimum of £2.0m to make the scheme a viable proposition. (The level of funding could be higher if a higher specification is required by the Centre). The Centre has employed fund raising consultants to approach other funders and will also be exploring whether there is scope to access s.106 monies. At present, it appears the scope for accessing s.106 monies is extremely limited and there is therefore a significant shortfall and the Centre will need to develop plans to address this.

- 6.3 The Centre is funded to provide a number of services to the Council (detailed in appendix 1) and the funding departments have expressed strong

support for the Centre and this proposal. This is a crucial issue in terms of justifying the grant of any longer lease.

- 6.4 The Centre has approached the Council requesting it be granted a longer lease in order to gain access to external funding. In this case, a lease of 99 years will meet the principal funder's requirement and this is considered reasonable.
- 6.5 The land is held within the Housing Revenue Account. For financial and legal reasons the Council has no discretion to sell the land at less than market value (as the vast majority of the Centre's activities are non-Housing). A formal, external valuation has been commissioned to ensure that the Housing Revenue Account's financial position is protected.
- 6.6 In order to provide continuity of service, the Centre has asked for the Council to explore whether they could relocate to other Council premises for the period of the construction. It is felt this request is reasonable in principle.
- 6.7 There are a number of important preconditions that would need to be met before any lease could be granted, principally
- The Centre providing evidence that all capital funding is in place.
 - The Council being satisfied that the organisation remains viable in the longer term (i.e. they will need a new business plan that reflects their broader operations and the changing financial climate). This will need to be verified by the Council's Finance Team and its principal funders.
 - A clear timescale and delivery plan for the construction being agreed with the Council.
- 6.8 In order to access funding the Centre needs an "in principle" decision from the Council. It is therefore proposed that the principle be agreed at this stage and that finalising detailed lease terms be delegated to the Corporate Director of Development and Renewal. It is suggested that the Council's "offer" is time limited so in the event of the preconditions not being met within, say, six months this current "offer" will expire.

7. COMMENTS OF THE THIRD SECTOR AND EXTERNAL FUNDING MANAGER

- 7.1 The Funding and Development Team currently provide 2 project funding awards to Stifford through our Corporate Match Funding (CMF) and Mainstream Grants (MSG) programmes.
- 7.2 The CMF project is entitled Health Trainers Initiative and has been awarded £20,000 a year over the last 3 years. The project recruits trains and mentors local residents to undertake the role of health trainers within the local community and is match funded by £200,000 being received from NHS Tower Hamlets.

- 7.3 The MSG project is entitled Gain From Volunteering and was awarded £28,000 a year for 3 years (commencing 2009/10) and is match funded by £66,000 per year from other sources.
- 7.4 In addition to these Stifford Centre is a sub contractor to the Working Communities WNF project and will receive up to £98,438 by 30 September 2010.
- 7.5 All of the above projects have been regularly monitored against contracted output and outcome targets and the organisation has met its obligations.
- 7.6 In the context of the above projects, Stifford has consistently demonstrated its ability to manage effectively, deliver results and adequately demonstrate and evidence its achievements.

8. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 8.1 This report seeks 'in-principle' approval to grant a 99 year lease on the Stifford Centre to the 'Stifford Estate – Tinsley, Jamaica, Redmans and Stepney Green Tenants and Residents Association'.
- 8.2 The granting of a lease at market value will generate a capital receipt for the Authority. (At the time of writing these comments the value of the capital receipt was not available, however Members will be provided with the valuation figures at the meeting (see paragraph 6.5)). This receipt will be subject to the Housing Revenue Account Capital Pooling Arrangements with 50% liable for pooling. However the capital receipt may be retained in full by the Council for use for provision of affordable housing or for regeneration.
- 8.3 The organisation is seeking 'in-principle' approval to acquire the lease in order to assist it in accessing additional funding elsewhere. The Association has secured funding of £2.0 million from the Social Investment Business, but needs to raise an additional £2.0 million to make the scheme viable (see paragraph 6.2). It is likely that Section 106 resources will be sought from the Authority, however these resources are extremely limited and any bid must be assessed in accordance with the Council's established policies.
- 8.4 The operations of the organisation are currently funded from a variety of income streams (as shown in Appendix 1). Many of these are local authority commissioned activities and the views of the Council departments (paragraph 6.3) and the Third Sector and External Funding Manager (section 7) should be borne in mind. However many of these funding sources are one-off grants or service level agreements for a fixed, limited period of time, and therefore there is no guarantee that these will be generated or be available in the future, particularly in the current economic climate.
- 8.5 The report outlines a number of conditions that must be met before any lease can be granted (see paragraph 6.7). These relate to the securing of capital resources and the on-going viability of the organisation. The

establishment of these requirements is supported to mitigate the risk of the project not being delivered.

- 8.6 The organisation has requested (paragraph 6.6) that to ensure continuity of service, the possibility of relocating to other Council premises during the construction period is explored. The financial implications of any proposal must be considered and agreed before any definitive temporary occupancy agreement is entered into with the organisation.

9. CONCURRENT REPORT OF THE ASSISTANT CHIEF EXECUTIVE (LEGAL SERVICES)

- 9.1 The report proposes disposal of a leasehold interest in land to the Stifford Centre.

- 9.2 The land is held within the housing revenue account and identified in Appendix 2. Section 12 of the Housing Act 1985 permits a local authority with the consent of the Secretary of State to provide and maintain in connection with housing accommodation other buildings or land which in the opinion of the Secretary of State will serve a beneficial purpose in connection with the requirements of the persons for whom the housing accommodation is provided. It is understood that the land in question is held by the Council pursuant to this power.

- 9.3 Section 32 of the Housing Act 1985 empowers a local authority to dispose of land held for housing purposes with the consent of the Secretary of State. That consent is given in The General Housing Consents 2005, Consent E, by which a local authority may dispose of land held for housing purposes for the best consideration that can reasonably be obtained. In the circumstances outlined in the report, the proposed disposal appears to be within the Council's powers.

10. ONE TOWER HAMLETS CONSIDERATIONS

- 10.1 The Centre provides a broad range of services to all sections of the community, details of which are contained in Appendix 1. This proposal will enhance their scope to increase services and this is considered to be consistent with the Council's equalities duties.

11. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 11.1 The proposed building will be built to high sustainability standards. The Centre proposes to incorporate solar power and a "green roof" as part of the design.

12. RISK MANAGEMENT IMPLICATIONS

- 12.1 The proposal is structured so that the Council will not grant a lease until the Centre has all its funding in place and has a long-term, viable business plan. The lease will contain clear timescales for construction to ensure the development is completed.
- 12.2 The most significant risk at present (but which sits with the Centre, not the Council) is obtaining capital funding in the current climate.

13. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 13.1 There are no crime and disorder reduction implications arising from the proposed disposal.

14. EFFICIENCY STATEMENT

- 14.1 The Council will receive a capital receipt from the sale of the land. Other than this, there are no efficiency implications.

15. APPENDICES

Appendix 1 – List of Stifford Centre’s projects and funders
Appendix 2 – Site plan

Local Government Act, 1972 Section 100D (As amended)
List of “Background Papers” used in the preparation of this report

Brief description of “background papers”	Name and telephone number of holder and address where open to inspection.
None	N/A

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APPENDIX 1

Project Name	Allocation	Annual Target	Funder	Contact Person
Health Projects				
Health Trainers Project	£200,000 per annum, SLA for 3 years from April, 2010 to March 2013	Appendix A	PCT	
Health Champion Project	£40,000 per annum, currently bring re-commissioned for the next 2 years	Appendix B	PCT	
Health Initiatives in Stepney	£20,000 per annum, SLA renewed every year	Appendix C	LBTH, CMF	Third Sector & external Funding Manager
Can Do Community Grant	£20,000 per annum & management of £10,000 small grants programme, 2 years SLA April, 2010 to March 2012	Management of 10 grants worth £500 each	LBTH, Healthy Borough Programme	
Education & Training				
Cisco & Prince 2 Training	£35,884, SLA up to September, 2010	20 unemployed beneficiaries to be trained with Cisco and Prince 2 qualification, 10 beneficiaries will be placed into full-time employment	LBTH, WNF	Third Sector & external Funding Manager
Employment Training/Apprenticeship	£46,215 up till September 2010	Recruit and train 10 unemployed people (18-24 age-group) for 6 months	3SC	
Community Engagement Projects				
Volunteering Project	£28,000, 3 years SLA from	40 volunteers to be recruited	LBTH	Third Sector & external

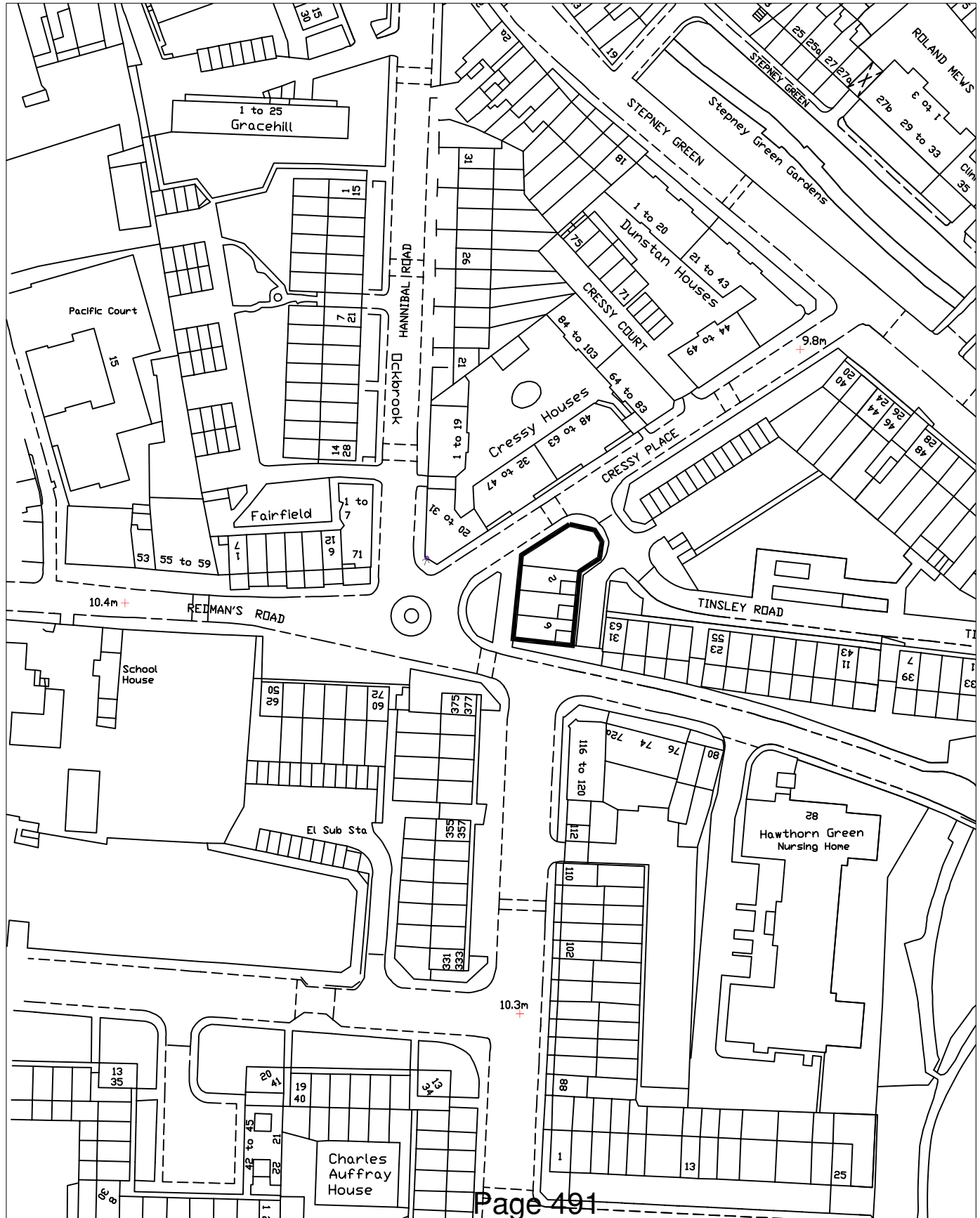
	April, 2009 to March 2012	every year		Funding Manager
Girls Project	£10,000, 3 year SLA from April, 2009 to March 2012	30 girls to be engaged with	LBTH	Contracts & Grants Officer Strategy Partnerships and Performance Children's Services Directorate
Study Support	£5000	30 young people to receive home-work support for once a week for 40 weeks	LBTH	As above
Mother Tongue	£3090	50 Young people to learn mother tongue (Bengali)	LBTH	As above
Lunch Club	£24,110 pa, 3 years SLA from April, 2009 to March 2012	75 older people to be provided LC services each week	LBTH	Monitoring Officer - Older People Commissioning Section Adults Health & Wellbeing
Summer Projects	£2,000 per annum, SLA renewed every year	500 young people will be taken on day trips and will participate in in-door and out-door activities during summer holidays	LBTH	Contracts & Grants Officer Strategy Partnerships and Performance Children's Services Directorate
Summer Project (Swan Housing estates)	£14,000 appx.	600 young people participating on day trips, in-door and out-door activities from Tower Hamlets, Newham, Havering & Redbridge	Swan Housing	
Advocacy Project Leaseholders Advice	£7600, 3 year SLA from April, 2009 to March 2012		LBTH	Third Sector & external Funding Manager

ASB Advice	£18,000, 3 year SLA from April, 2009 to March 2012	LBTH	Third Sector & external Funding Manager
Welfare Advice	1 year Grant from Lloyd TSB for £24,200	Lloyds TSB	
Cressy IT Solution	ICT Social Enterprise in partnership with CCAP.	Initial grant from Ocean NDC. Currently self-sustainable.	Not Applicable

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ASSET MANAGEMENT

Title STIFFORD CENTRE, E1 3JG	Scale 1:1250	Date 23: 07 : 10	Dwg. No.
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Agenda Item 12.1

Committee: Cabinet	Date: 6 th October 2010	Classification: Unrestricted	Report No:	Agenda Item:
Report of: Corporate Director Resources Originating officer(s) Oladapo Shonola Chief Financial Strategy Officer; Lisa Stone Finance Officer		TITLE: Exercise of Corporate Directors' Discretions Wards Affected: All		

1. SUMMARY

- 1.1. This report sets out the exercise of Corporate Directors' discretions under Financial Regulation B8 which stipulates that such actions be the subject of a noting report to Cabinet if they involve expenditure between £0.100 million and £0.250 million.

2. RECOMMENDATIONS

Cabinet is recommended to:-

- 2.1 Note the exercise of Corporate Directors' discretions as set out in Appendix 1.

3. BACKGROUND

- 3.1 Regulation B8 sets out the Cabinet Reporting Thresholds for specific financial transactions.

4. FINANCIAL REGULATION B8

- 4.1 Financial Regulation B8 sets out the reporting thresholds for the following financial transactions: -

Virements

Capital Estimates

Waiving Competition Requirements for Contracts and Orders (Subject to EU threshold)

Capital Overspends

Settlement Of Uninsured Claims

- 4.2 Under Financial Regulation B8, if the transaction involves a sum between £0.100 million and £0.250 million it can be authorised by the Corporate Director under the scheme of delegation but must also be the subject of a noting report to the next available Cabinet.
- 4.3 Appendix 1 sets out the exercises of Corporate Directors' discretions, under the stipulations in 4.2 above, that have taken place since the previous Cabinet

5. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 5.1 The comments of the Director of Resources have been incorporated into the report and Appendix.

6. CONCURRENT REPORT OF THE ASSISTANT CHIEF EXECUTIVE (LEGAL)

- 6.1. The report sets out the individual exercises of Directors' Discretions as required by Financial Regulations.
- 6.2. The legal implications of each of the individual decisions would have been provided as part of the decision making process. These will be recorded on the "Record of Corporate Directors' Actions" maintained by Directorates

7. ONE TOWER HAMLETS CONSIDERATIONS

7.1 This report is concerned with the notification of officers' discretions under Standing Orders and has no direct One Tower Hamlets implications. To the extent that there are One Tower Hamlets Considerations arising from the individual actions, these would have been addressed in the records of each action.

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

8.1 There are no Sustainable Action for A Greener Environment implications.

9. RISK MANAGEMENT IMPLICATIONS

9.1 The risks associated with each of the Corporate Directors' discretions as set out in Appendix 1 would have been identified and evaluated as an integral part of the process, which lead to the decision.

10. EFFICIENCY STATEMENT

10.1 The works referred to in the report will be procured in line with established practices, taking account of best value.

**Local Government Act, 1972 Section 100D (As amended)
List of "Background Papers" used in the preparation of this report**

Brief description of "background papers"	Name and telephone number of holder and address where open to inspection.
Record of Corporate Directors actions	David Tully, Interim Head of Finance, Children Schools and Families Ext. 4960

11. APPENDICES

Appendix 1 – Exercise of Corporate Directors' Discretions under Financial Regulation B8

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Appendix 1: Exercise of Corporate Directors Discretions Under
Financial Regulation B8

Corporate Director	Amount	Description of Exercise of Discretion	Justification for Action	Contact
CSF (CDA Ref. 307a)	£150,000	Adoption of Capital Estimate for Early Years Capital Funding grant award to Headstart Cross-harbour Montessori	To allow capital project to proceed in accordance with the decision of the grant allocation panel.	David Tully, Interim Head of Finance, Children Schools and Families. (x4960)
CSF (CDA Ref. 307b)	£131,929	Adoption of Capital Estimate for Early Years Capital Funding grant award to Wapping Childrens Centre/Step-by-Step Nursery	To allow capital project to proceed in accordance with the decision of the grant allocation panel.	David Tully, Interim Head of Finance, Children Schools and Families. (x4960)

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Agenda Item 14

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

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