

CABINET

Wednesday, 5 November 2014 at 5.30 p.m.

**C1, 1st Floor, Town Hall, Mulberry Place, 5 Clove Crescent, London,
E14 2BG**

The meeting is open to the public to attend.

Members:

Mayor Lutfur Rahman	
Councillor Oliur Rahman	(Deputy Mayor and Cabinet Member for Economic Development (Jobs, Skills and Enterprise)
Councillor Ohid Ahmed	(Cabinet Member for Community Safety)
Councillor Shahed Ali	(Cabinet Member for Clean and Green)
Councillor Abdul Asad	(Cabinet Member for Health and Adult Services)
Councillor Alibor Choudhury	(Cabinet Member for Resources)
Councillor Shafiqul Haque	(Cabinet Member for Culture)
Councillor Rabina Khan	(Cabinet Member for Housing and Development)
Councillor Aminur Khan	(Cabinet Member for Policy, Strategy and Performance)
Councillor Gulam Robbani	(Cabinet Member for Education and Children's Services)

[The quorum for Cabinet is 3 Members]

Public Information:

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Contact for further enquiries:

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

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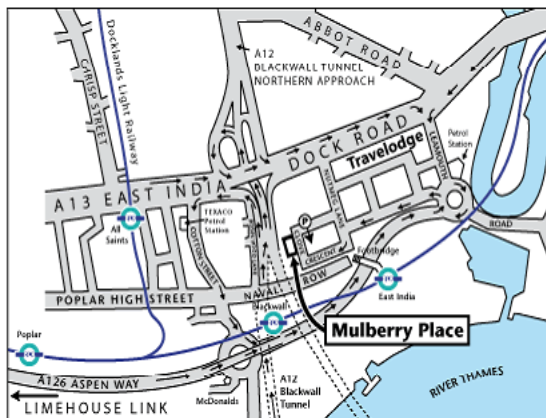
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A Guide to CABINET

Decision Making at Tower Hamlets

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

Which decisions are taken by Cabinet?

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

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

- a) to result in the local authority incurring expenditure which is, or the making of savings which are, significant having regard to the local authority's budget for the service or function to which the decision relates; or
- b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards in the borough.

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

Published Decisions and Call-Ins

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

- The decisions will be published on: **Friday, 7 November 2014**
- The deadline for call-ins is: **Friday, 14 November 2014**

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

Public Engagement at Cabinet

The main focus of Cabinet is as a decision-making body. However there are opportunities for the public to contribute.

1. Public Question and Answer Session

Before the formal Cabinet business is considered, up to 15 minutes are available for public questions on any items of business on the agenda. Please send questions to the clerk to Cabinet (details on the front page) by **5pm the day before the meeting**.

2. Petitions

A petition relating to any item on the agenda and containing at least 30 signatures of people who work, study or live in the borough can be submitted for consideration at the meeting. Petitions must be submitted to the clerk to Cabinet (details on the front page) by: **Thursday, 30 October 2014 (Noon)**

LONDON BOROUGH OF TOWER HAMLETS

CABINET

WEDNESDAY, 5 NOVEMBER 2014

5.30 p.m.

PUBLIC QUESTION AND ANSWER SESSION

There will be an opportunity (up to 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.

1. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS (Pages 1 - 4)

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 Monitoring Officer.

3. UNRESTRICTED MINUTES

The unrestricted minutes of the Cabinet meeting held on 1 October 2014 will be presented for information (to follow).

4. PETITIONS

To receive any petitions.

5. OVERVIEW & SCRUTINY COMMITTEE

5.1 Chair's Advice of Key Issues or Questions in Relation to Unrestricted Business to be Considered

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

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

PAGE NUMBER	WARD(S) AFFECTED
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3. UNRESTRICTED MINUTES

UNRESTRICTED REPORTS FOR CONSIDERATION

6. A GREAT PLACE TO LIVE

6 .1	Watts Grove - Selection of preferred bidder (to follow)		Blackwall & Cubitt Town; Bromley South; Lansbury; Limehouse; St Dunstan's Mile End; Spitalfields & Banglatown; Stepney Green; Weavers; Whitechapel
6 .2	New Homes - Development Schemes at 4 New Sites	5 - 20	

7. A PROSPEROUS COMMUNITY

7 .1	Expansion of Olga Primary School - Adoption of revised capital estimate	21 - 26	Bow West
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8. A SAFE AND COHESIVE COMMUNITY

8 .1	Extension of Substance Misuse Strategy	27 - 78	All Wards
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9. A HEALTHY AND SUPPORTIVE COMMUNITY

Nil items.

10. ONE TOWER HAMLETS

10 .1	Fairness Commission: 1 year on	79 - 114	All Wards
10 .2	Contracts Forward Plan 2014/15 Q3	115 - 128	
10 .3	Establishment of a joint committee of the Six Growth Boroughs (to follow)		All Wards

11. ANY OTHER UNRESTRICTED BUSINESS CONSIDERED TO BE URGENT

12. UNRESTRICTED REPORTS FOR INFORMATION

12 .1	Exercise of Corporate Directors' Discretions	129 - 134	All Wards
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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

Nil items.

15. OVERVIEW & SCRUTINY COMMITTEE

15 .1 Chair's Advice of Key Issues or Questions in Relation to Exempt / Confidential Business to be Considered.

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).

EXEMPT / CONFIDENTIAL REPORTS FOR CONSIDERATION

16. A GREAT PLACE TO LIVE

16 .1 Watts Grove - Selection of preferred bidder (to follow)

**Blackwall &
Cubitt Town;
All Wards**

17. A PROSPEROUS COMMUNITY

Nil items.

18. A SAFE AND COHESIVE COMMUNITY

Nil items.

19. A HEALTHY AND SUPPORTIVE COMMUNITY

Nil items.

20. ONE TOWER HAMLETS

Nil items.

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

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

Nil items.

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Agenda Item 2

DECLARATIONS OF INTERESTS - NOTE FROM THE MONITORING OFFICER

This note is for guidance only. For further details please consult the Members' Code of Conduct at Part 5.1 of the Council's Constitution.

Please note that the question of whether a Member has an interest in any matter, and whether or not that interest is a Disclosable Pecuniary Interest, is for that Member to decide. Advice is available from officers as listed below but they cannot make the decision for the Member. If in doubt as to the nature of an interest it is advisable to seek advice **prior** to attending a meeting.

Interests and Disclosable Pecuniary Interests (DPIs)

You have an interest in any business of the authority where that business relates to or is likely to affect any of the persons, bodies or matters listed in section 4.1 (a) of the Code of Conduct; and might reasonably be regarded as affecting the well-being or financial position of yourself, a member of your family or a person with whom you have a close association, to a greater extent than the majority of other council tax payers, ratepayers or inhabitants of the ward affected.

You must notify the Monitoring Officer in writing of any such interest, for inclusion in the Register of Members' Interests which is available for public inspection and on the Council's Website.

Once you have recorded an interest in the Register, you are not then required to declare that interest at each meeting where the business is discussed, unless the interest is a Disclosable Pecuniary Interest (DPI).

A DPI is defined in Regulations as a pecuniary interest of any of the descriptions listed at **Appendix A** overleaf. Please note that a Member's DPIs include his/her own relevant interests and also those of his/her spouse or civil partner; or a person with whom the Member is living as husband and wife; or a person with whom the Member is living as if they were civil partners; if the Member is aware that that other person has the interest.

Effect of a Disclosable Pecuniary Interest on participation at meetings

Where you have a DPI in any business of the Council you must, unless you have obtained a dispensation from the authority's Monitoring Officer following consideration by the Dispensations Sub-Committee of the Standards Advisory Committee:-

- not seek to improperly influence a decision about that business; and
- not exercise executive functions in relation to that business.

If you are present at a meeting where that business is discussed, you must:-

- Disclose to the meeting the existence and nature of the interest at the start of the meeting or when the interest becomes apparent, if later; and
- Leave the room (including any public viewing area) for the duration of consideration and decision on the item and not seek to influence the debate or decision

When declaring a DPI, Members should specify the nature of the interest and the agenda item to which the interest relates. This procedure is designed to assist the public's understanding of the meeting and to enable a full record to be made in the minutes of the meeting.

Where you have a DPI in any business of the authority which is not included in the Member's register of interests and you attend a meeting of the authority at which the business is considered, in addition to disclosing the interest to that meeting, you must also within 28 days notify the Monitoring Officer of the interest for inclusion in the Register.

Further advice

For further advice please contact:-

- Meic Sullivan-Gould, Interim Monitoring Officer, 020 7364 4800
- John Williams, Service Head, Democratic Services, 020 7364 4204

APPENDIX A: Definition of a Disclosable Pecuniary Interest

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

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

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LONDON BOROUGH OF TOWER HAMLETS

MINUTES OF THE CABINET

HELD AT 5.36 P.M. ON WEDNESDAY, 1 OCTOBER 2014

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

Members Present:

Mayor Lutfur Rahman	
Councillor Oliur Rahman	(Deputy Mayor and Cabinet Member for Economic Development (Jobs, Skills and Enterprise)
Councillor Ohid Ahmed	(Cabinet Member for Community Safety)
Councillor Shahed Ali	(Cabinet Member for Clean and Green)
Councillor Abdul Asad	(Cabinet Member for Health and Adult Services)
Councillor Alibor Choudhury	(Cabinet Member for Resources)
Councillor Shafiqul Haque	(Cabinet Member for Culture)
Councillor Rabina Khan	(Cabinet Member for Housing and Development)
Councillor Aminur Khan	(Cabinet Member for Policy, Strategy and Performance)
Councillor Gulam Robbani	(Cabinet Member for Education and Children's Services)

Other Councillors Present:

Councillor Peter Golds	(Leader of the Conservative Group)
Councillor Md. Maium Miah	
Councillor Joshua Peck	
Councillor Suluk Ahmed	

Officers Present:

Aman Dalvi	(Corporate Director, Development & Renewal)
David Galpin	(Service Head, Legal Services, Law Probity & Governance)
Stephen Halsey	(Head of Paid Service and Corporate Director Communities, Localities & Culture)
Chris Holme	(Acting Corporate Director - Resources)
Kevin Kewin	(Service Manager, Strategy & Performance, Chief Executive's)
Abdul J. Khan	(Sustainable Development Manager, Strategy Innovation & Sustainability, Development and Renewal)
Ellie Kuper-Thomas	(Strategy, Policy and Performance Officer - Executive Mayor's Office, One Tower Hamlets, DLPG)
Robert McCulloch-Graham	(Corporate Director, Education Social Care and Wellbeing)
Kevin Miles	(Chief Accountant, Resources)
Poppy Noor	Project Manager - Mayor's Office

Jackie Odunoye	(Service Head, Strategy, Regeneration & Sustainability, Development and Renewal)
Takki Sulaiman	(Service Head Communications, Law, Probity and Governance)
Matthew Mannion	(Committee Services Manager, Democratic Services, LPG)

AGENDA ORDER

During the meeting the Mayor agreed to vary the order of business. To aid clarity, the minutes are presented in the order the items originally appeared on the agenda. At the meeting the Mayor considered Agenda Item 10.2 (Welfare Reform Research Findings and Next Steps) straight after Agenda Item 5 (Overview and Scrutiny). All other reports were then considered in the order they appear on the agenda.

1. APOLOGIES FOR ABSENCE

Apologies for absence were received on behalf of Robin Beattie, Service Head Strategy and Resources, Communities, Localities and Culture).

2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS

None were declared.

3. UNRESTRICTED MINUTES

The unrestricted minutes of the Cabinet meeting held on 3 September 2014 were noted.

4. PETITIONS

Petition on the Public Consultation on Savings Proposals

The petitioners addressed the Cabinet meeting, the Cabinet discussed the issues raised and Councillor Alibor Choudhury the Cabinet Member for Resources responded to the points raised in the petition. He explained that ideally the administration would not be making these savings and that they wanted to protect services for vulnerable residents as much as possible. They considered that the consultation was extremely important and that no decisions on the savings proposals had yet been made.

Following discussion and in light of the concerns raised on the reach of the consultation process the **Mayor agreed** that the consultation exercise should be extended for a further two weeks and that officers should ensure that they liaise with Ward Councillors on any meetings that were arranged.

RESOLVED

1. That the petition be referred to the Corporate Director, Resources, for a written response on any outstanding matters within 28 days.

5. OVERVIEW & SCRUTINY COMMITTEE

5.1 Chair's Advice of Key Issues or Questions in Relation to Unrestricted Business to be Considered

Pre-Scrutiny Questions in relation to Agenda Item 8.1 'Safeguarding Children's Board Annual Report'

Councillor Joshua Peck, Chair of the Overview and Scrutiny Committee (OSC), **tabled** a number of pre-scrutiny questions in relation to the Safeguarding Children's Board Annual Report. The Corporate Director, Education, Social Care and Wellbeing responded to the questions during consideration of the main report later on the agenda.

Councillor Joshua Peck also provided an update on the OSC's meeting of the previous evening. In addition to the pre-scrutiny questions above there had been a number of issues considered at the meeting. In particular he highlighted an item on the Council's Strategic Performance and Budget Monitoring. He reported that a focus had been on cost pressures in adult social care and concerns as to whether there was any 'cost-shunting' happening from the NHS. The OSC had asked to be kept informed of future developments on this issue.

The **Mayor** thanked Councillor Joshua Peck for his update.

During discussion of this item, concerns were raised over issues that had arisen in the preparation of the minutes of the OSC meeting held on 22 July 2014. The **Mayor** noted the concerns over the accuracy of the minutes and requested the Head of Paid Service to investigate and report back to them.

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

Nil items.

6. A GREAT PLACE TO LIVE

6.1 Local Biodiversity Action Plan

Councillor Shahed Ali, Cabinet Member for Clean and Green, introduced the report. He highlighted the importance of biodiversity in creating a pleasant Borough for residents and welcomed the continuing support for the issue.

During discussion, it was requested that a Lead Member Foreword be added to the report to follow on from the Mayor's Foreword.

The **Mayor** agreed the above request and **agreed** the recommendation as set out in the report.

RESOLVED

1. To approve the Local Biodiversity Action Plan 2014-19 as attached in Appendix 1.

7. A PROSPEROUS COMMUNITY

Nil items.

8. A SAFE AND COHESIVE COMMUNITY**8.1 Safeguarding Children's Board Annual Report**

Councillor Gulam Robbani, Cabinet Member for Education and Children's Services introduced the report. He explained that the annual report of the independent board provided an update on the work of the board and especially looked to identify strengths and weaknesses, for example from serious case reviews. He also highlighted safeguarding training available to Members the following evening and hoped that as many as possible would attend.

Robert McCulloch-Graham, Corporate Director, Education, Social Care and Wellbeing, responded to the questions tabled by the Overview and Scrutiny Committee. In particular he highlighted that:

- The serious case review mentioned had been published appropriately, was well-known to relevant officers in other councils and had been shared with organisations involved so lessons could be learnt.
- There were multiple issues in the child's life but the foster care was good.
- The Mayor, Lead Member and Councillors were informed in respect of their statutory duties.
- The Corporate Parenting Steering Group was not an appropriate forum to discuss these matters but officers were working to set up a Member panel for this purpose.
- As Corporate Director he would write to Members setting out the lessons learnt and actions taken.

The report was discussed and the implications considered. During discussion it was also requested that the Independent Chair of the Board attend a future meeting with Members to discuss the work of the Board. Members and officers also highlighted the importance of learning the lessons from the recent Rotherham abuse cases and that this was a priority for the Council.

The **Mayor** highlighted that these issues were taken extremely seriously by the Council and that protecting the most vulnerable was a priority for all. He emphasised that he would continue to take a proactive interest and he **agreed** the recommendation as set out in the report.

RESOLVED

1. To note the content of the Safeguarding Children Board's Annual Report and the appointment (3-year contract) of an Independent LSCB Chair by the Head of Paid Service.

9. A HEALTHY AND SUPPORTIVE COMMUNITY

Nil items.

10. ONE TOWER HAMLETS**10.1 Strategic Performance, 14/15 General Fund Revenue Budget and Capital Programme Monitoring Q1**

Chris Holme, Acting Corporate Director, Resources, introduced the report. He highlighted that the report had been extensively reviewed by the Overview and Scrutiny Committee the night before and that a particular issue that had been examined related to cost pressures in adult social care and that a financial recovery group was investigating. He noted that, overall, spend across the Council was in line with budgets.

The report was discussed and areas of high performance and also areas of risk were noted.

Following the discussion the **Mayor** agreed the recommendations as set out in the report.

RESOLVED

1. To note the Council's financial performance compared to budget for 2014/15 as detailed in Sections 3 to 7 and Appendices 1-4 of this report.
2. To review and note the 2014/15 quarter 1 performance for strategic measures in Appendix 5.

10.2 Welfare Reform: Research Findings and Next Steps

Councillor Rabina Khan, Cabinet Member for Housing and Development, introduced the report. She highlighted the work that had been undertaken over the last 3-4 years and noted the actions proposed. In particular she highlighted concerns around homelessness and housing options.

During discussion, Members noted the very serious situation that was developing and the real suffering residents were experiencing. Concern was also expressed to ensure that partner agencies were providing residents with the best advice.

The **Mayor** agreed with the concerns expressed and emphasised the importance of trying to ensure as far as possible that residents were not

forced to move long distances to find housing. He also asked officers and the Lead Member to liaise with partner agencies to ensure the best advice was available. He then **agreed** the recommendations as set out in the report.

RESOLVED

1. To note the update on the impact of welfare reform in the borough in section 4.
 2. To note the action taken to support residents through welfare reform, including the provision of financial support (section 5).
 3. To note the CESI report and recommendations (section 7)
 4. To agree the development of the approaches outlined (section 8)
11. **ANY OTHER UNRESTRICTED BUSINESS CONSIDERED TO BE URGENT**

Nil items.

12. UNRESTRICTED REPORTS FOR INFORMATION

12.1 Exercise of Corporate Directors' Discretions

The **Mayor** considered the report and **agreed** the recommendation as set out in the report.

RESOLVED

- 1. To note the exercise of Corporate Directors' discretions as set out in Appendix 1.*

13. EXCLUSION OF THE PRESS AND PUBLIC

No motion to exclude the press or public was passed.

14. EXEMPT / CONFIDENTIAL MINUTES

Nil items.

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 COHESIVE COMMUNITY**
- Nil items.
- 19. A HEALTHY AND SUPPORTIVE 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 6.31 p.m.

John S. Williams
SERVICE HEAD, DEMOCRATIC SERVICES

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<p>Cabinet</p> <p>5 November 2014</p>	 <p>TOWER HAMLETS</p>
<p>Report of: Aman Dalvi, Corporate Director Development & Renewal</p>	<p>Classification: Unrestricted</p>
<p>New Homes – LBTH Housing Development Programme</p>	

Lead Member	Cllr Rabina Khan, Cabinet Member for Housing and Development
Originating Officer(s)	John Coker & Geeta Le Tissier
Wards affected	All Wards
Community Plan Theme	A Great Place To Live
Key Decision?	Yes

Executive Summary

1. The demand for affordable Housing in LBTH is considerable and based on current projections will continue to grow. The Mayor has pledged the delivery of 5,500 new affordable homes in the period 2014-18.
2. Tower Hamlets has a three pronged housing strategy to boost supply: delivering affordable housing through partners, supporting and engaging with private landlords, and developing a council house building programme.
3. The New Build programme being delivered directly by LBTH is gaining momentum. This report updates Cabinet on the programme and seeks authorisation to develop a further 190 new homes.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Agree that consultancy services may be engaged to take the following projects (details of which are set out in the report) to the planning stage –
 - (a) Locksley Estate and Hereford Street;
 - (b) Jubilee Street and Baroness Road;
 - (c) Brick Lane, Christian St, Spelman Street and Mile End Road

2. Note the proposed approach to procurement of the consultancy services in paragraph 3.16 of the report and the estimated value of the services in paragraph 3.17 of the report.
3. Note the risks set out in the report in relation to proceeding with the projects as outlined in 1 and 2 in circumstances where the projects are not currently included in the Council's capital programme and do not have budgets allocated.
4. Authorise the Corporate Director Development & Renewal, after consultation with the Service Head – Legal Services, to agree the terms of the necessary contracts.
5. Adopt capital estimates, including contingencies, of £15.071 million for Locksley Estate and £11.797 million for Hereford Street (a total capital estimate of £26.868 million), subject to the scheme being included in the 2015-16 to 2017-18 capital programme, and subsequent Council approval as part of the 2015-16 budget process.
6. Adopt capital estimates, including contingencies, of £6.583 million for Jubilee Street and £4.707 million for Baroness Road (a total capital estimate of £11.290 million), subject to the scheme being included in the 2015-16 to 2017-18 capital programme, and subsequent Council approval as part of the 2015-16 budget process.
7. Adopt capital estimates, including contingencies, of £538,000 for Brick Lane, £280,000 for Christian Street, £817,000 for Spelman Street and £525,000 for Mile End Road (a total capital estimate of £2.160 million), subject to the scheme being included in the 2015-16 to 2017-18 capital programme, and subsequent Council approval as part of the 2015-16 budget process.
8. Agree that £1.91 million of the adopted capital estimates may be expended prior to the schemes being included in the 2015-16 to 2017-18 capital programme and subsequent Council approval as part of the 2015-16 budget process, in order that the services outlined in paragraph 1 can be commissioned and note that this funding is available from uncommitted resources of £2million that were set aside as a provision to fund new housing supply as part of the 2014-15 budget process.
9. Agree entry into the grant agreements with the GLA and HCA.
10. Authorise the procurement of the required professional and technical services and works contracts and utilising suitable procurement frameworks available to the public sector.
11. Authorise the Corporate Director, Development and Renewal to agree the terms and conditions of the agreements referred to in 1 and 9, after consultation with the Service Head – Legal Services

1. REASONS FOR THE DECISIONS

- 1.1 The Council was successful in obtaining funding under the Affordable Housing Programme 2015-18 from the Greater London Authority for two affordable housing development schemes delivering 132 new homes.
- 1.2 In March 2014, central government invited Local Authorities to bid for additional borrowing within their Housing Revenue Account for the express purpose of delivering additional affordable housing schemes. In July 2014, Tower Hamlets was given permission to borrow in order to fund 48 additional new homes.
- 1.3 The Council needs to put in place the governance and is required to allocate the resources necessary to enable the delivery of these schemes.

2. ALTERNATIVE OPTIONS

- 2.1 Do Nothing. This option would see the council rely solely on Registered Providers purchasing affordable housing units from private developers under Section 106 Agreements.
- 2.2 Do Something Else. A more comprehensive house building programme can be set up to deliver more homes. This would involve identifying all the land assets owned by the Council and using their market value to cross subsidise the construction of more affordable housing units.
- 2.3 Do Something Different. A number of Local Authorities are going down the route of setting up Development Companies. Under this scenario, the delivery of newbuild housing would sit outside the usual operations of the Council. This structure is used to lever in various sources of funding.

3. DETAILS OF REPORT

- 3.1. The Estate Capacity Project identified nine infill sites to deliver 309 affordable homes at a total development cost of £62 million. One of these infill sites (Ashington East) is already funded through a mix of borrowing and grant from the London Mayor's Building the Pipeline Supply Programme, along with the units being developed on the Bradwell Street site. These schemes were approved by Cabinet in November 2013 and April 2014.
- 3.2. Bids were submitted for grant funding to support two further infill sites (Locksley & Hereford) delivering 132 new homes under the recent Affordable Housing Programme 2015-18. The Council was awarded funding in July 2014, and approval for these schemes is sought in this report.

- 3.3. In March 2014, the government released a national programme of public sector borrowing targeted at house building to Local Authorities, the Local Growth Fund. An announcement was made on 7th July 2014 and LBTH was awarded the following increase in its HRA borrowing capacity:

Jubilee Street	26 units	£4,594,980 borrowing approval
Baroness Road	<u>22 units</u>	£3,629,814 borrowing approval
Total	<u>48 units</u>	

- 3.4. The Council is also seeking to develop a number of schemes by utilising its retained 1-4-1 Right to Buy receipts, these receipts are time limited and must be returned to CLG if not utilised within three years. Four sites have been identified generating up to ten homes using a combination of the Council's own resources and retained 1-4-1 Right to Buy receipts.
- 3.5. Recent awards of additional funding from central government and the GLA total £12.185m and contribute to a new programme of £34.305m. This adds to the award of £8.7m in 2013 under the Building the Pipeline scheme towards the development of 214 new homes with a combined scheme cost of £40.861m.
- 3.6. The current development programme being delivered directly by LBTH stands at £81.2m and delivers 404 new affordable homes (excluding Poplar Baths and Dame Colet House).
- 3.7. The time-table of the programme currently being delivered and that of the proposed new development sites, is set out below:

Table 1. Development Programme

Delivery Time-table	Units	Start On Site	Practical Completion
Bradwell	12	May 2014	May 2015
Ashington East	53	March 2015	March 2017
Watts Grove	149	March 2015	Nov 2016
Hereford	54	Sep 2015	June 2017
Locksley	78	Sep 2015	Jan 2018

6 Jubilee	26	Sept 2015	Jan 2017
Baroness Road	22	Nov 2015	Mar 2017
Spellman	3	Mar 2016	July 2017
Brick Lane	3	Sep 2015	Sep 2016
Christian St	1	Sep 2015	Sep 2016
82 Mile End Road	3	Mar 2016	July 2017
Poplar Baths & Dame Colet	100	June 2014	Aug 2015 & April 2016
Total	504		

3.8 The two development sites in the Affordable Housing Programme 2015-18 are Hereford and Locksley, both infill sites on existing housing estates. As per the table above, they deliver between them 132 new homes.

3.8.1 Hereford Estate. The Hereford Estate is located on Vallance Road and adjacent to the western edge of Weavers Fields, in Bethnal Green. It is a very short walk to a number of bus routes and the city. The site identified for infill has good orientation west-east. Weavers Fields offers long views across a public park. The site is in a fantastic location, close to shops, transport facilities of Bethnal Green Road, and public open space. The development site will provide housing for 54 households.

3.8.2 Locksley Estate. The proposed scheme comprises 3 vacant sites within the Locksley Estate. The Locksley Estate is located in between Commercial Road and Mile End Stadium, just to the north of the Limehouse Basin. The Regents Canal forms the western boundary to the estate whilst the Limehouse Cut forms a boundary to the south east. Within the estate, Salmon Lane has local shops along both sides of the street. Commercial Road and associated shops and facilities is located just 200m to the south of the site. The proposal will deliver 78 new homes including 8 wheelchair accessible dwellings. All design proposals are subject to planning permission.

3.9 The two development sites funded from the Local Growth Fund releasing additional HRA borrowing are 6 Jubilee Street, a disused hard standing area previously used as a car park and Baroness Road, an infill site on Newling Estate. As per the table above, they deliver between them 48 new homes.

3.9.1 6 Jubilee Street. The existing site is an underused car park, currently presenting a gap in the street frontage - a proposal in this location would provide an enclosure to the road. To the west of the proposed block of flats are the communal Jubilee Gardens, which will serve as amenity space for the

new residents. The block will accommodate 3 wheelchair accessible dwellings. The development will deliver 26 new homes.

- 3.9.2 Baroness Road. The existing site is a car park currently used by the Council's Decent Homes contractors. The proposal is for a new access road to run along the north end of the existing resident's gardens as a continuation of Baroness Road, which will be fronted by a new 4 storey residential block to its north. Two wheelchair accessible flats are provided at the ground floor with parking in close proximity. The development delivers 22 new homes for affordable rent.
- 3.10 In addition, the Council is developing sites at 82 Mile End Road, Spellman Road, Brick Lane and Christian Street from a mixture of borrowing and Right To Buy receipts destined for the replacement of homes sold under the Right To Buy scheme. They represent the potential for 10 new homes.
- 3.11 82 Mile End Road is a small narrow unused land parcel next to a housing block at the said address. It would seem that there was at some time a house in the spot. Rubbish is sometimes dumped on this space by persons unknown and the development of the site would undoubtedly improve the local area. A design study is required; it is estimated that the site can deliver 3 new homes.
- 3.12 Spellman Road. Currently the site suffers from an unsuccessful planning of roadway, parking bays, fencing and intermediate strips of grass which are an eyesore in the development. A built proposal in this location would serve to continue the east/west running Monthope Road to create a new mews street within the estate, providing better definition to the communal gardens to the rear. The proposal comprises of a 1 wheelchair house with adjacent parking space and 2 houses which will be 2 storeys and will have a pitched roof.
- 3.13 Brick Lane. The Brick Lane site is located in the north western corner of Bethnal Green, and on the boundary with Shoreditch. The site is only 500m away from Shoreditch Overground station. The Brick Lane site is in close proximity to all the amenities on Bethnal Green Road and of course the shops, market and restaurants on the main drag of Brick Lane. It is a very short walk to a large number of bus routes and the city. The proposal is to develop a small end of terrace 3 storey walk-up flat block, adjacent to number 257 Brick Lane, delivering 3 new homes.
- 3.14 Christian Street The Christian street site is a very small site yielding a single dwelling. The site is mid way between Shadwell DLR Station and Overground station to the east, and Aldgate East Tube station to the north-west. Christian Street is in close proximity to all the amenities of Commercial Road and relatively close to Wapping High Street, it is a short walk to a number of bus routes.
- 3.15 The remaining schemes in the time-table above have already been reported to Cabinet.
- 3.16 The work required to take the 8 sites to a stage of pre-development will include the letting of contracts of consultancy services in order to establish the

detailed technical requirements and the letting of contracts for design and architectural services and planning agents. It is planned to package the procurement of the consultancies in line with procurement guidelines in three lots, in order to spread the economic benefit of the contracts, and to obtain the same high quality design for all the sites over the same period and achieve the time-table required to receive the grant funding. The construction contracts will only be let after the Council budget has been approved in February 2015.

- 3.17 The consultancy services required for the four sites in receipt of external funding to take the sites to planning stage are estimated at 5% of the total scheme costs. This equals to £1,907,850, made up of £1,343,350 for Hereford and Locksley and £564,500 for 6 Jubilee Street and Baroness Road. It is proposed to use approved funds set aside for the provision of new housing supply – these totalling £2million. This work will only take the sites to planning stage as Start On Site and construction works are not due to start until September 2015, by which time Council will have considered the construction costs as part of the 2015/16 budget.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

- 4.1. This report updates Members on the outcome of the recent bids for GLA grant funding under 'The Mayor of London's Housing Covenant – 2015-18 programme' (bid submitted 10 March 2014; funding announced 22 July 2014) and for an increase in HRA borrowing capacity under the DCLG's 'Local Growth Fund – Housing Revenue Account Borrowing Programme' (bid submitted 16 June 2014; funding announced 7 July 2014), and seeks the adoption of the necessary capital estimates in order that the schemes can proceed.
- 4.2 Under the 'Mayor of London's Housing Covenant – 2015-18 programme', the Council was successful in securing grant funding of £3.960 million towards the costs of two new build schemes on the Locksley St and Hereford St sites comprising 132 units.
- 4.3 Additional HRA borrowing capacity of £8.225 million was authorised under the 'Local Growth Fund – Housing Revenue Account Borrowing Programme', which is to be used to part-fund new build schemes of 48 units on the Jubilee Street and Baroness Road sites.
- 4.4 In addition, the Council intends to build 10 replacement council homes on sites in Brick Lane, Christian Street, Spelman Street and Mile End Road, part funding up to 30% of the costs of these schemes from retained 1-4-1 Right to Buy receipts.
- 4.5 Each of the initiatives requires the Council to contribute its own resources. These capital resources are limited, and any proposals must be considered in the context of competing demands from other projects. The main commitment within the HRA is currently the £181 million Decent Homes Backlog programme which is midway through the fourth year of the five year

initiative, and the majority of Housing Capital Resources are committed to this project in the medium term.

4.6 Further details of the individual scheme funding is outlined in the following paragraphs.

4.7 **Locksley & Hereford St sites - £26.868 million, 132 units**
(funding source:
GLA Grant: £3.960 million; LBTH Capital: £22.908 million)

The Council has been allocated £3.960m of grant funding towards the total costs of these schemes, which are estimated at £26.868m, including a 5% contingency. This leaves a residual cost of £22.908m to be funded from the Council's own resources as shown in Table 2 below.

Table 2 – Locksley & Hereford St scheme costs

Description	Locksley St £'000	Hereford St £'000	TOTAL £'000
<u>CAPITAL EXPENDITURE</u>			
Estimated Capital Cost	14,353	11,235	25,588
5% contingency	718	562	1,280
GLA grant	(2,340)	(1,620)	(3,960)
LBTH Financing Requirement	12,731	10,177	22,908

4.8. The Authority currently has sufficient HRA borrowing headroom available and current modelling assumptions are that the whole Council contribution of £22.908million would be financed from HRA borrowing over 20 years at an interest rate of 4.9%. This equates to an annual capital financing charge of £1.8m which reflects both the payment of interest and repayment of the principal sum outstanding. This will be a charge to the Housing Revenue Account.

4.9 The affordable rents receivable on the housing development will not be sufficient to cover the annual costs of the scheme over the period in which the borrowing is being repaid. The anticipated annual gap between income and expenditure will be in the region of £0.7million, and therefore the HRA budget planning process for 2017/18 will need to identify annual savings of that amount in order to deliver a balanced HRA business plan. It should be noted however that after the HRA borrowing has been repaid, the Authority will own

all the properties with no debt outstanding on them, and thereafter there will be a net annual cash inflow to the Authority, as the annual rents received will be higher than the management and maintenance costs associated with the properties.

**4.10 Jubilee Street & Baroness Road sites - £11.290 million, 48 units
(funding source:
HRA Borrowing: £8.225 million; LBTH Capital: £3.065 million)**

The Council has been allocated £8.225million of additional borrowing capacity within its Housing Revenue Account (HRA) as part of the Local Growth Fund. The total costs of these schemes, including a 5% contingency, are estimated to be £11.290m. This leaves a residual cost of £3.065m to be funded from the Council's own resources as shown in Table 3 below.

Table 3 – Jubilee St & Baroness Rd scheme costs

Description	Jubilee St £'000	Baroness Rd £'000	TOTAL £'000
<u>CAPITAL EXPENDITURE</u>			
Estimated Capital Cost	6,269	4,483	10,752
5% contingency	313	224	538
Additional HRA borrowing	(4,595)	(3,630)	(8,225)
LBTH Financing Requirement	1,987	1,077	3,065

4.11 It is proposed that the residual £3.065million be financed from within the planned revenue contribution to capital (RCCO) projected in the HRA medium term financial plan.

4.12 It should be noted that the approval under the Local Growth Fund enables the Council to borrow funds for the construction of the specific projects, however all capital financing costs will be the responsibility of the Council. In this case, the annual capital financing charge would be approximately £0.7million which reflects both the payment of interest and repayment of the principal sum outstanding. This will be a charge to the Housing Revenue Account.

4.13 As is the case with the Locksley and Hereford Street sites (paragraph 4.9 above), the affordable rents receivable on the housing development will not be sufficient to cover the annual costs of the scheme over the period in which the borrowing is being repaid. The anticipated annual gap between income and expenditure will be in the region of £0.2 million, and therefore the HRA budget planning process for 2017/18 will need to identify annual savings of

that amount in order to deliver a balanced HRA business plan. It should be noted however that after the HRA borrowing has been repaid, the Authority will own all the properties with no debt outstanding on them, and thereafter there will be a net annual cash inflow to the Authority, as the annual rents received will be higher than the management and maintenance costs associated with the properties.

4.14 **Brick Lane, Christian Street, Spelman Street & Mile End Road sites - £2.160 million, 10 units**
(funding source: Retained 1-4-1 RTB Receipts: £0.648 million; LBTH Capital: £1.512 million)

It is proposed that Retained 1-4-1 Right to Buy receipts are used as part funding for these developments. The Council has entered into an agreement with the Secretary of State whereby it is allowed to retain an element of the capital receipts that it receives from Right to Buy sales. Under the terms of the agreement these receipts must be used to finance up to 30% of the cost of replacement social housing within three years, otherwise the retained receipts must be repaid to the Department of Communities & Local Government (DCLG) with interest.

The Council is proposing to apply an element of its retained 1-4-1 Right to Buy receipts to fund up to 30% of the cost of building 10 replacement homes on these four sites. The total cost of these schemes is estimated to be £2.160m which means that retained 1-4-1 Right to Buy receipts can be used to finance £0.648m (30% of the anticipated scheme costs). This leaves a residual cost of £1.512m to be funded from the Council's own resources as shown in Table 4 below.

Table 4 – Brick Lane, Christian St, Spelman St & Mile End Rd scheme costs

Description	Brick Lane £'000	Christian St £'000	Spelman St £'000	Mile End Rd £'000	TOTAL £'000
<u>CAPITAL EXPENDITURE</u>					
Estimated Capital Cost	512	267	778	500	2,057
5% contingency	26	13	39	25	103
1-4-1 Right to Buy receipts	(161)	(84)	(245)	(158)	(648)
LBTH Financing Requirement	357	196	572	367	1,512

- 4.15 In order that these projects can be progressed capital estimates totalling £40.317m will need to be adopted for the various developments. Although all schemes will be accounted for separately, a summary of the overall budgetary and funding position is:

		£m
<u>Expenditure:</u>		
Estimated Capital Cost:		38.397
Contingency:		<u>1.920</u>
Total Estimated Scheme Cost:		<u>40.317</u>
 <u>Funding:</u>		
LBTH Financing:	HRA Borrowing 1	22.908 (Existing Headroom)
	HRA Borrowing 2	8.225 (Local Growth Fund Headroom)
	HRA RCCO	4.577
GLA Grant		3.960
1-4-1 Retained Right to Buy Receipts		<u>0.648</u>
		<u>40.317</u>

- 4.16 It should be noted that in cases where the Council is contributing its own funding sources to the schemes, it is preferable to apply resources that it already holds, wherever possible, either through a revenue contribution, or the use of HRA reserves, as this will reduce ongoing costs to the Housing Revenue Account and the impact on the Council's debt cap. An assessment will therefore be made at the time when financing is required as to how the Council's element of these schemes will be funded so as to ensure that best use is made of the Council's resources.
- 4.17 It should also be noted that although the adoption of capital estimates is being sought at this stage, expenditure can only be incurred if the schemes are approved for inclusion within the 2015-16 to 2017-18 capital programme which will be considered by Council in February 2015 as part of the 2015-16 budget process. Adoption of the capital estimates now will enable contracts to be let in March 2015 if the budget is approved by Council and will therefore prevent delays in the programme (see paragraph 4.20).
- 4.18 It is however proposed that in advance of the 2015-16 budget process, the schemes that are the subject of grant conditions are developed to planning stage in order to reduce the possibility of not achieving grant milestone deadlines. This would necessitate the appointment of various specialist consultants as set out in paragraphs 3.16 and 3.17. These services will form part of the total capital estimate sought, but in order to proceed with these pre-contract works it is proposed that an initial capital estimate of £1.91 million is adopted, funded from the uncommitted resources of £2 million that were set aside as a provision to fund new housing supply as part of the approved 2014-15 budget. This initial capital estimate of £1.91 million will be superseded by the total £40.317 million capital estimate if the resources are

subsequently approved to let the development contract as part of the budget process.

- 4.19 It must be stressed that although funding is in place to finance this preliminary element of the scheme costs, if funding for the project is not ultimately approved, or if the scheme does not proceed for any other reason, these costs will be abortive, and would have to be charged to revenue (i.e. the Housing Revenue Account). In these circumstances the Council will have procured preliminary work which ultimately would be of limited value.
- 4.20 In order to receive the grant income it is essential that the GLA grant conditions are met, including the specific delivery deadlines. It should be noted that the scheme costs that were incorporated in the GLA bid were compiled in conjunction with external advisors. The projects will be subject to a tendering process and it should be noted that the Council will be liable for any additional costs if the contract values returned are higher than were anticipated in the bid.
- 4.21 The GLA grant is payable on completion and delivery of the full projects. The Council will therefore need to forward fund the costs until the grant can be claimed at the end of the scheme.

5. LEGALCOMMENTS

- 5.1. The Council is a local housing authority within the meaning of the Housing Act 1985 and is specifically empowered to provide housing accommodation on land acquired by it for the purposes of Part 2 of the Act. The report does not provide details regarding title and this will need to be explored in order to ensure that the Council may proceed with the projects.
- 5.2. The value of two of the projects is such that full compliance with the Public Contracts Regulations 2006 will be required when procuring the works. In respect of the third project the Council will still need to comply with the principles of fairness, openness and transparency in the Regulations. The Council will need to follow its own procurement procedures (such as the tollgate procedure) in respect of each project.
- 5.3. It is understood that procurement is to be carried out by means of frameworks procured by other public authorities. This may be permissible under the Public Contracts Regulations and the Council's procurement procedures, provided that –
- There is a term remaining on the framework agreement to cover most, if not all, of the term of the call-off;
 - The procurement and award of the framework agreement was conducted in a manner compliant with the Regulations (including Regulation 19), where applicable;

- The scope of the works and/or services is within those covered by the framework agreement;
 - The Council is named on the notice published in the Official Journal of the European Union (OJEU), or fits within a class of contracting authorities named in the notice from which it is immediately identifiable;
 - The procedure for awarding a call-off under the framework agreement, usually by mini-competition, is complied with;
 - The terms of the framework agreement and any prescribed terms of the call-off do not place undue restrictions or liabilities upon the Council; and
 - The value stated on the OJEU notice has not been exceeded to the extent that it could be considered a material change to the framework agreement.
- 5.4. The appointment of the consultants must also occur in accordance with the Council's Procurement Procedures and where the value is greater than £170,000 in accordance with the Public Contracts Regulations 2006
- 5.5. Prior to the commencement of works it is usual for a number of consultants to be engaged. However, consideration must be given to the methodology of contracting such low value consultants as quite often later phases of the schemes rely on the information determined by these consultants. Therefore, advice should be sought at the beginning as to the variety of construction methods that may be used and the consultants' contracts tailored accordingly. For example collateral warranties may be included and other legal mechanisms to allow a construction contractor to rely on information produced ostensibly for the Council
- 5.6. The Council is a best value authority within the meaning of section 3 of the Local Government Act 1999. As such the Council is required 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. Compliance by the Council with its own procurement procedures and the requirements of the Public Contracts Regulations 2006 should help to meet these requirements, but ultimately the Council must be satisfied that the projects and the engagement of any contractors will also provide best value.
- 5.7. A significant part of the funding for the projects is to be provided by prudential borrowing. The Council is permitted by section 2 of the Local Government Act 2003 to borrow money for any purpose relevant to its statutory functions or for the prudent management of its financial affairs. The Council must stay within its determined borrowing limit.
- 5.8. The loan costs are to be met from the Council's housing revenue account (HRA). The Council is subject to an obligation under Part VI of the Local

Government and Housing Act 1989 to maintain the HRA. 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 report sets out information relevant to the impact of the funding proposal on the HRA balances and the Council must be satisfied that positive balances may be maintained if the project proceeds, whilst continuing to deliver its housing functions.

- 5.9. The report identifies the need for approval for capital estimates for the projects. In compliance with section 151 of the Local Government Act 1972, the Council has in place Financial Regulations and Financial Procedures. The Financial Regulations set a threshold of £250,000, above which Executive approval is required for a capital estimate. The Financial Procedures supplement this requirement. Before agreeing the estimate, the Executive should be satisfied that the project is capable of being carried out within the Council's statutory powers.
- 5.10. Whilst approval is sought for capital estimates, the construction work is currently unfunded, as no budget has been agreed. In the circumstances, the Council's Financial Procedures prevent officers from proceeding with the projects. There are good reasons for this restriction, to prevent the Council from being exposed to financial loss and legal action in the event that anticipated funding is not forthcoming. Approval is sought to proceed with preliminary work to the value of £1,907,850, for which it is said there is a budget. Before agreeing such work, the Mayor should have regard to the advice of the Council's section 151 officer. It must be understood that if budgets are not ultimately allocated by full Council in February 2015, then the Council may waste some or all of the proposed expenditure on preliminary work.
- 5.11. When deciding whether or not to proceed with the projects, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who don't (the public sector equality duty). Some form of equality analysis will be required which is proportionate to the proposed projects and their potential impacts.

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1. The development will include 10% wheelchair units in line with planning policy. Aids and adaptations will be provided prior to occupation. Prior to practical completion of the schemes, the units will be allocated and the

Occupational Therapists will be involved in the final specification of the units taking into account the specific needs of the housing applicants.

- 6.2. The benefits of the house building programme are extensive and need to be seen to fit within a context of local economic regeneration as well as new affordable homes. The Local Growth Fund programme is strongly linked to local economic growth and is endorsed by the Local Enterprise Partnership.
- 6.3. The contracts will deliver opportunities for work placements for job seekers and work experience for students. The value of the contracts will be tendered using the standard procurement process and will follow the guidelines set out in the Councils Procurement Policy Imperatives which includes obligations on contractors to contribute Economic and Community Benefits as part of any winning bid.
- 6.4. The homes will be rented at affordable rents and will be at the same rents charged by Housing Associations in the borough.
- 6.5. The supply of 190 additional affordable homes for rent will assist in relieving overcrowding, disrepair and housing need for households where their members qualify under the Council's Allocations policy. Targeted to the Common Housing Register, the homes will deliver benefits to those in priority need within the policies contained in the Allocations Policy, which also includes provision for local letting schemes.

Equalities Assessment

- 6.6. LBTH has a comprehensive policy pertaining to equalities in development. It is embodied in the Statement of Community Involvement and Managing Development DPD Statement of Engagement.
 - 6.6.1. In terms of the evidence base, the case for more affordable housing in the borough is borne by the data that underpins the Managing Development DPD. Extensive consultation with relevant interest groups, other public bodies, voluntary organisations, community groups, trade unions, focus groups and other groups including surveys and questionnaires was undertaken on the Managing Development DPD.
 - 6.6.2. There are known barriers to participation for the various equality target groups in terms of communication and access. These barriers were taken into account when designing the communication and engagement for the Managing Development DPD (reference the Statement of Community Involvement and MD DPD Statement of Engagement). It will shape the consultation material and design consultation for the specific development sites.
 - 6.6.3. The target group of users are local residents seeking affordable housing and in particular family homes. The locations where the benefits of the project will be most felt have high concentrations of ethnically diverse communities, as well as business owned or operated by members of those communities – who

will therefore be primary beneficiaries of the project. The user profile will reflect the local population/relevant target group for Affordable Rented housing.

7. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 7.1 The proposals offer the possibility of adopting a zero carbon strategy ahead of the 2016 regulations, making a head start in achieving the new standards. All the schemes will be required to have an energy strategy and a strategy to build green infrastructure into the development such as green roofs.

8. RISK MANAGEMENT IMPLICATIONS

- 8.1. The Council is required to meet funding conditions in the delivery of the schemes, including the time-table of delivery. Failure to do so would run the risk of the grant allocation being removed.

9. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 9.1 The schemes proposed will be designed to Secure By Design Standards. In addition, the natural surveillance offered by the new developments is likely to improve safety in the respective areas.

10. EFFICIENCY STATEMENT

- 10.1 The proposed expenditure relates to capital budgets and does not impact on the efficiency savings. The schemes bring additional funding into the borough through grant and additional borrowing allocations.

Linked Reports, Appendices and Background Documents

Linked Report

NONE

Appendices


NONE

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

NONE

Officer contact details for documents:

N/A

Cabinet 5 November 2014	 TOWER HAMLETS
Report of: Robert McCulloch-Graham, Corporate Director, Education, Social Care & Wellbeing	Classification: Unrestricted
Expansion of Olga Primary School – Adoption of revised capital estimate	

Lead Member	Councillor Gulam Robbani, Cabinet Member for Education and Children’s Services
Wards affected	Bow West
Community Plan Theme	A Prosperous Community
Key Decision?	Yes

Executive Summary

- 1.1 Cabinet has previously agreed the expansion of Olga School and has adopted a capital estimate for the scheme to rebuild the school.
- 1.2 The capital budget previously adopted does not meet the costs that have now been provided for the works. The report seeks approval to revise the capital estimate in order to proceed with the scheme.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Approve the adoption of a revised capital estimate of £11.8m for the expansion of Olga Primary School.

1. REASONS FOR THE DECISIONS

- 1.1 In September 2013 Cabinet adopted a capital estimate of £10.7m for the expansion of Olga School. The proposed expansion of the school has been subject to consultation. Following a decision by Cabinet in February 2014, statutory proposals to implement the expansion from September 2016 were published. The proposals were determined for implementation following the statutory consultation.
- 1.2 The school will expand from 1FE to 3FE and this is to be implemented by rebuilding the existing school within its own site. This project contributes to the overall programme to meet the need for additional school places for the rising school age population. As set out below, the estimated cost of the

project has increased and approval is sought to increase the capital budget in order to implement the scheme. A decision is required in order to enter into the contract for the works to ensure availability of the extra school places for September 2016 school year.

2. ALTERNATIVE OPTIONS

- 2.1 The LA has a statutory duty to provide sufficient school places. The expansion of Olga School ensures that the need for places in 2016 can be met. If the scheme does not proceed or is deferred, alternative provision will be required. This is likely to mean temporary provision of accommodation (bulge classes). Due to the lead-in time for development of a permanent expansion, there is not another sufficiently well-developed project which could be substituted.
- 2.2 Where statutory proposals for the expansion of a school have been determined, the LA has a duty to implement the proposals as published (in this case for the extra places to be available from September 2016). Where the LA cannot implement as published, a separate consultation and decision-making process must be followed to vary the original proposal.

3. DETAILS OF REPORT

- 3.1 In September 2013, Cabinet agreed to adopt a capital estimate of £10.7m for the expansion of Olga Primary School by 2 forms of entry (420 places). This includes re-providing the Children's Centre and two additional nursery classes. The estimated cost was provided by the initial feasibility based on the market square metre rate at that time, but further development of the scheme was required. As the school is being rebuilt on its existing site, there is a need for a substantial amount of decant accommodation to be brought onto site to allow the school to continue to operate during construction works.
- 3.2 As previously reported, the school is part of the Grouped Schools PFI contract. The contractor, Tower Hamlets School Limited (THSL) has been commissioned as the Council's agent to develop the scheme as a design and build contract. The scheme was competitively tendered on a 2 stage basis in the spring of 2014, with the winning contractor appointed in May 2014 to develop the detailed scheme and provide a final cost as part of the second stage.
- 3.3 The cost submitted at the end of the second stage was £11.0m. This is substantially lower than the second tender that was received as part of the first stage tender. The cost is subject to an independent value for money review for the Council. To this construction budget needs to be added the cost for the furniture and equipment, ICT and contingency, making a revised total cost of £12m.
- 3.4 The increase in the overall cost is partly due to the more detailed design work carried out in stage 2, but the main reason for the increase is due to the

increasing in costs in the construction industry in the past year and the expectation that this is likely to continue during the course of this project's implementation.

- 3.5 Following a satisfactory independent scrutiny of the contract sum, the Council will enter into a contract variation to the Grouped Schools PFI contract for the construction of the new school. This is based on precedents for other variation that have been completed.
- 3.6 It is recommended that a revised capital estimate of £11.8m is adopted for the project, to be funded from the Basic Need capital grant from the DfE.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

- 4.1. The LA has a statutory duty to provide sufficient school places. This report highlights the contribution the expansion of the Olga primary School (from 1 FE to 3FE) will make in meeting these duties.
- 4.2. An initial capital estimate of £10.7m for the expansion of Olga School was reported to and adopted at the September 2013 Cabinet. Following the second stage detailed review of the scheme the estimated costs for this programme have increased to £11.8m to reflect, primarily increased costs of raw materials.
- 4.3. The Basic Needs Grant is a formula based grant. The current allocation covers the period 2014/15-2016/17. Further allocations from the DfE are anticipated in accordance with the national formula, which reflects the continuing rise in need for school places. The additional capital estimate therefore can be funded through the Basic Need Capital Grant.
- 4.4. The adoption of this revised capital estimate would represent better value for money when compared to the alternatives available to the LA. For example, Bulge Classes would still require additional funding provisions, whilst only providing a short term solution.
- 4.5. The Schools Expansion Programme can subsequently be amended to reflect the amended estimate. The profile of spend is expected to still remain the same for the planned use by September 2016. This project will be closely monitored over the life of the project to ensure that costs remain within the allocated budget.

5. LEGAL COMMENTS

- 5.1. The Financial Regulations set a threshold of £250,000, above which Executive approval is required for a capital estimate. The Financial Procedures supplement this requirement. In accordance with Financial Procedure FP 3.3, senior managers are required to proceed with projects only when there is a capital estimate adopted and adequate capital resources have

been identified. Where the estimate is over £250,000 the approval of the adoption of that capital estimate must be sought from the Executive.

- 5.2. A capital estimate for the Olga School expansion was agreed by the Mayor in Cabinet on 11 September 2013. In February 2014, the Mayor in Cabinet agreed the publication of statutory proposals for the school expansion. The previous reports identify that the expansion may be carried out within the Council's statutory powers and set out the steps which need to be followed in order to carry out the prescribed alterations.
- 5.3. In deciding whether the revised capital estimate should be adopted, the Council should have regard to its best value duty under section 3 of the Local Government Act 1999 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. Regard should be had to the information provided in the report as to the financial implications of the increased capital estimate.

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1 The expansion of schools under the capital programme is necessary to ensure the Council meets its legal obligation to secure sufficient schools for Tower Hamlets, but will also promote equality of opportunity for children and young people (including within the meaning of the Equality Act 2010).

7. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 7.1 Sustainability considerations are applied as far as possible to design and materials used. Major projects are expected to obtain a minimum rating of Very Good in the BREEAM Assessment.

8. RISK MANAGEMENT IMPLICATIONS

- 8.1 The project will be closely monitored to ensure completion on time and within the budget provision.

9. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 9.1 There are no implications arising from the recommendations of this report.

10. EFFICIENCY STATEMENT

- 10.1 There are no implications arising from the recommendations of this report.

Linked Reports, Appendices and Background Documents

Linked Report

- NONE.

Appendices

- NONE


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

- NONE

Officer contact details for documents:

- Pat Watson, Building Development, ESCW extension 4328

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<p>Cabinet 5 November 2014</p>	 TOWER HAMLETS
<p>Report of: Service Head, Democratic Services, John S. Williams</p>	<p>Classification: Unrestricted</p>
<p>Extension of Substance Misuse Strategy – Consideration by the Overview and Scrutiny Committee</p>	

Lead Member	Councillor Ohid Ahmed, Cabinet Member for Community Safety
Originating Officer(s)	Matthew Mannion, Committee Services Manager
Wards affected	All wards
Community Plan Theme	Safe and Cohesive, Health and Supportive
Key Decision?	No

Executive Summary

At its meeting on 3 September 2014, Cabinet considered a report proposing an extension to the existing Substance Misuse Strategy by one year to the end of March 2016. As a Budget and Policy Framework strategy, the extension must be agreed by Council and will be considered at its meeting on 26 November 2014.

As part of the Budget and Policy Framework, the Overview and Scrutiny Committee were invited to consider the proposals at their meeting held on 30 September 2014 and this report presents their considerations back to the Cabinet.

It is for the Mayor and Cabinet to review the original proposals in the light of the comments of the Overview and Scrutiny Committee and to confirm or otherwise submission of the strategy to Council on 26 November subject to any appropriate amendments.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Consider the comments of the Overview and Scrutiny as set out in Appendix 1.
2. To confirm submission of otherwise of the Extension of Substance Misuse Strategy report as originally reported to Cabinet on 3 September 2014 (Appendices 2-5).

1. REASONS FOR THE DECISIONS

- 1.1 As part of the Council's Budget and Policy Framework, the Mayor and Cabinet are required to consider the comments of the Overview and Scrutiny Committee before final submission of the policy report to Council on 26 November 2014.

2. ALTERNATIVE OPTIONS

- 2.1 This report is required as part of the Council's Budget and Policy Framework.

3. DETAILS OF REPORT

- 3.1 At its meeting on 3 September 2014, Cabinet considered a report proposing an extension to the existing Substance Misuse Strategy by one year to the end of March 2016. As a Budget and Policy Framework strategy, the extension must be agreed by Council and will be considered at its meeting on 26 November 2014.
- 3.2 As part of the Budget and Policy Framework the Overview and Scrutiny Committee were invited to consider the proposals at their meeting held on 30 September 2014 and this report presents their considerations back to the Cabinet. The comments of the Overview and Scrutiny Committee are appended as Appendix 1.
- 3.3 It is for the Mayor and Cabinet to review the proposals in the light of the comments of the Overview and Scrutiny Committee and to confirm or otherwise submission of the strategy to Council on 26 November subject to any appropriate amendments.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

- 4.1. All relevant financial implications are set out in the original report to Cabinet as set out in Appendices 2-5.

5. LEGALCOMMENTS

- 5.1. All relevant financial implications are set out in the original report to Cabinet as set out in Appendices 2-5.

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1 All relevant financial implications are set out in the original report to Cabinet as set out in Appendices 2-5.

7. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 7.1 All relevant financial implications are set out in the original report to Cabinet as set out in Appendices 2-5.

8. RISK MANAGEMENT IMPLICATIONS

- 8.1 All relevant financial implications are set out in the original report to Cabinet as set out in Appendices 2-5.

9. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 9.1 All relevant financial implications are set out in the original report to Cabinet as set out in Appendices 2-5.

10. EFFICIENCY STATEMENT

- 10.1 All relevant financial implications are set out in the original report to Cabinet as set out in Appendices 2-5.
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Linked Reports, Appendices and Background Documents

Linked Report

- Original Report to Cabinet – 3 September 2014 (see below)

Appendices

- Appendix 1 – Comments of the Overview and Scrutiny Committee meeting held on 30 September 2014.
- Appendix 2 – Extension of Substance Misuse Strategy – Report to Cabinet 3 September 2014.
- Appendices 3 to 5 – Appendices to the original report.

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

- None

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LONDON BOROUGH OF TOWER HAMLETS
OVERVIEW & SCRUTINY COMMITTEE 30TH SEPTEMBER 2014

Advice and comments in relation to Extension of Substance Misuse Strategy

The Overview and Scrutiny Committee considered the above report, at its meeting held on 30th September 2014. The report informed OSC that:-

- Full Council had adopted a local Substance Misuse Strategy (SMS) for 2012-15 with 3 core work streams or 'pillars':- prevention and behaviour change, treatment, enforcement and regulation. This was due to expire in April 2015.
- There were statutory obligations upon the Authority, under the Crime and Disorder Act 1998, to formulate and implement strategies in conjunction with other specified responsible authorities for combating the misuse of drugs, alcohol and other substances; and the SMS was a contributory element of the Crime and Disorder Reduction Strategy for Tower Hamlets. The SMS was also closely linked to the Community Safety Plan (CSP) and the Health & Wellbeing Strategy (HWS), both of which expired in March 2016.
- The DAAT Board and the Community Safety Partnership had endorsed a proposal to extend the current SMS by a year to align with both:-
 - The major re-procurement of drug / alcohol treatment services, currently underway, the outcome of which would drive changes to the way in which related services are delivered. Thereby avoiding the premature adoption of a revised strategy that would immediately have to be revisited.
 - The CSP and HWS to facilitate a more comprehensive and co-ordinated response to substance misuse.
- The extension to the SMS had been considered and agreed by the Mayor in Cabinet on 3rd September, and was now before the OSC for comment before it was considered by full Council in November.

A discussion followed which focused on clarification being sought and given on the following points:-

- Why was the SMS now before the OSC for comment, when it had already been considered by the Mayor in Cabinet and an onward recommendation to full Council made? *The SMS was a mandatory strategy that required presentation to OSC for comment before adoption by full Council.*
- Perplexity expressed regarding the major re-procurement of drug/ alcohol treatment services in advance of the formulation of a new SMS. Surely the services to be delivered should follow on from the strategy after its identification of strategic needs?. *There was already a commitment to re-procuring treatment system within the adopted 2012-15 SMS and this process began in January 2014, less than two years into the current strategy.*
- Concern expressed that the development of a new SMS 4 years after the existing SMS had been adopted, was likely to lead to different procurement needs to those identified by the current strategy. There might be a case for shifting resources from treatment to prevention which might render the current re-procurement not fit for purpose. *Stakeholders were already involved in the re-procurement and there was a responsibility to deliver on the SMS adopted by full Council in 2012. The shift of resources was a theoretical possibility however there was no sense that would happen given the stakeholders involved in re-procurement would be those engaged in development of a new strategy. Re-procurement was in line with practice across London and Public Health England was content that it would deliver the required public health outcomes.*
- Clarification sought and given as to performance targets and performance monitoring arrangements associated with the SMS. Were it to be extended which areas of concern

regarding service delivery would need monitored? *In terms of the prevention and behaviour change pillar, there was a comprehensive communications and education plan as previously,*

but resources should be invested in evidence based interventions In terms of the treatment pillar there was some evidence that outcomes were not being delivered and that would be addressed through the re-procurement. In terms of enforcement there had been a significant reduction in re-offending and this focus would continue.

- *Could suppliers failing in service delivery outcomes be excluded from the re-procurement? This was not legally possible.*
- *During the election campaign constituents had made it clear there was a serious problem with substance misuse by young people in stairwells and internal communal areas, particularly in social housing blocks. Which part of the SMS addressed the engagement with RSLs and relevant parts of the Community Partnership to ensure RSLs maintained working door entry and CCTV systems to mitigate this problem? The Authority engaged with RSLs at the Anti-Social Behaviour forum, and THEOs engaged with RSLs in combatting ASB at fortnightly tasking meetings. It would also be addressed in the 2015/16 Action Plan.*
- *Clarification sought and given as to substance misuse prevention policies in secondary schools. Also whether enforcement activities still focused on middle tier drug dealers. Prevention in schools fell under the ESCW directorate whereas the Drug and Alcohol Action Team was limited to adults; however input from young people had informed the SMS. It was intended that the successful “Dealer a Day” initiative would continue. Mr McCulloch Graham (Corporate Director ESCW) advised that all secondary schools will have drug education and prevention policies and social health education. Significant funding had been set aside to work with parents and pick up cases. It was requested that information be circulated to the OSC on schools with drug education and prevention policies and those that were implementing them.*
- *Clarification sought and given as to whether drug education and prevention policies and social health education was to extend to primary schools. Also what work was being done to engage with the community, schools and police in areas where schools were located? Was there joined up partnership working, and were schools aware of who to contact if substance misuse was occurring on land where ownership was not clear eg railway land? This was important as the problem of substance misuse was itinerant when tackled. ESCW straddled adult and children’s services and it engaged with many partners. The Children’s Trust in particular brought together such partner agencies to ensure joined up working. There were gaps in the structure but it was hoped the restructuring of ESCW would address this by bringing in more services. The Troubled Family initiative would handle cases of young people with difficulties and drug use was one referral route to it. The DAAT Board also brought together partners as did the Community Safety Partnership.*
- *Clarification sought and given as to whether the Action Plan linked to the SMS addressed alcohol abuse which caused ASB. Street drinkers were a low level but high impact issue and constituents felt not enough was being done to tackle this. The borough-wide Drinking Control Zone was in place and the THEOs implemented enforcement of the CDZ. DAAT Officers worked closely with hostels where many street drinkers resided and new contracts for such hostels contained PIs for this. Community Alcohol Teams were based in the hostels. An alcohol awareness week was due in November. Those who abused alcohol had not been a target group in the past but now an integrated service addressed this as often drug use ran in tandem with that of alcohol.*
- *Was the current services for drug and alcohol abuse integrated with mental health services, as it was understood that mental health problems were exacerbated by drug and alcohol use, and responsibility for dealing with the resulting problems often passed on to a different service? Resources were currently allocated to a dual diagnosis service*

(co-existing mental health and addiction issues) and this was currently delivered by East London Foundation Trust. The current system was not working well and therefore would be included in the new treatment service specification which would have low thresholds to access this service.

The OSC:-

- **Noted the contents of the report**, and proposed extension of the current Substance Misuse Strategy by one year to the end of March 2016.
- **Agreed that the advice/comments, set out below**, in respect of the proposed extension of the current Substance Misuse Strategy, which forms part of the Council's Policy Framework, **be presented to the Mayor in Cabinet on 5 November 2014 to inform the existing referral of the matter to 26 November 2014 full Council** [Referral made by Mayor in Cabinet 03 September 2014].


Advice/ Comments

That the Substance Misuse Strategy and associated action plan be made more robust by encompassing (a) to (c) below:-

- a) Further work with Registered Social Landlords to improve security for the social housing they manage, and ensure related targets and associated monitoring arrangements are in place.
- b) Ensure both secondary and primary schools have substance misuse and prevention policies and that these are implemented.
- c) Further work to mitigate street drinking and related anti-social behaviour in the borough.

Councillor Joshua Peck
Chair, Overview and Scrutiny Committee
30th September 2014

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Cabinet 3 September 2014	 TOWER HAMLETS
Report of: Stephen Halsey, Head of Paid Services and Corporate Director Communities, Localities and Culture	Classification: Unrestricted
Extension of Substance Misuse Strategy	

Lead Member	Councillor Ohid Ahmed, Cabinet Member for Community Safety
Originating Officer(s)	Andy Bamber, Rachael Sadegh
Wards affected	All wards
Community Plan Theme	Safe and Cohesive, Healthy and Supportive
Key Decision?	Yes

Executive Summary

- 1.1. On 8 December 2010 the government launched its new drug strategy, 'Reducing demand, restricting supply, building recovery: supporting people to live a drug-free life'. The strategy places emphasis on providing a more holistic approach to recovery, aims to reduce demand, takes an uncompromising approach to crack down on those involved in drugs supply, and puts power and accountability in the hands of local communities to tackle drugs and the harm they cause.
- 1.2. In 2012, Full Council adopted a local Substance Misuse Strategy for 2012-15 with 3 core work streams or 'pillars'. These are; prevention and behaviour change, treatment, enforcement and regulation.
- 1.3. The Council has an obligation under section 6 of the Crime and Disorder Act 1998 to formulate and implement strategies in conjunction with other specified responsible authorities for combating the misuse of drugs, alcohol and other substances. The substance misuse strategy contributes towards the Crime and Disorder Reduction Strategy in Tower Hamlets (the Community Safety Plan).
- 1.4. As a major re-procurement of drug / alcohol treatment services is currently underway, the outcome of which will drive changes to the way in which related services are delivered, the DAAT Board and the Community Safety Partnership have agreed a proposal (subject to Cabinet agreement) to extend the current strategy by a year. This will avoid the premature adoption of a revised strategy that would immediately have to be revisited. The current strategy would be extended to March 2016 and a new three year strategy from 2016-2019 would be developed during the course of 2015/16.

- 1.5. The Substance Misuse Strategy is closely linked to the Community Safety Plan and the Health and Wellbeing Strategy, both of which expire in March 2016. It is therefore logical that the term of the Substance Misuse Strategy be aligned to match the terms of these strategies to facilitate a more comprehensive and co-ordinated response to substance misuse.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Endorse an extension of the current substance misuse strategy by one year to the end of March 2016.
2. Agree that the proposed extension may be presented to Full Council for agreement.

1. REASONS FOR THE DECISIONS

- 1.1 The current Substance Misuse Strategy is due to end in March 2015.
- 1.2 A major reprocurement of drug / alcohol treatment services is currently underway and will facilitate significant change in treatment services across the borough. The new treatment system will not be in place until Q1 2015/16 and should feature in an updated strategy.
- 1.3 The Health and Wellbeing Strategy and the Community Safety Plan both currently run until March 2016 and it would be beneficial to co-ordinate the development of a new Substance Misuse Strategy with the update of these strategies / plans.

2. ALTERNATIVE OPTIONS

- 2.1 An agreement to extend the strategy for a year with a refreshed action plan for 2015/16 to be agreed by DAAT Board.
- 2.2 A new strategy could be developed to start in April 2015 though this is unlikely to be developed and adopted by Council in time for an April start. Due to the significant changes planned for the treatment system over the next year, this strategy would quickly become out of date and would not be congruent with a new Health and Wellbeing Strategy or Community Safety Plan.
- 2.3 The current strategy could be allowed to lapse without a new strategy in place. This would put the Council at risk due to its obligation under section 6 of the Crime and Disorder Act 1998 to formulate and implement strategies in conjunction with other specified responsible authorities for combating the

misuse of drugs, alcohol and other substances.

3. DETAILS OF REPORT

- 3.1 The Council has an obligation under section 6 of the Crime and Disorder Act 1998 to formulate and implement strategies in conjunction with other specified responsible authorities for combating the misuse of drugs, alcohol and other substances. The substance misuse strategy contributes towards the Crime and Disorder Reduction Strategy in Tower Hamlets (the Community Safety Plan).
- 3.2 The Substance Misuse Strategy 2012-15 is the first combined drug and alcohol strategy for Tower Hamlets. It is a 3 year partnership strategy and was developed in conjunction with all partners and other significant stakeholders. The strategy is divided into 3 'pillars': Prevention and behaviour change, treatment, enforcement and regulation.
- 3.3 Prevention and behaviour change commitments within the Strategy include: information, promotion and prevention activities, multi-agency communications plan, expansion of screening for alcohol problems, access to good quality education in schools.
- 3.4 Treatment commitments within the Strategy include improving access to and effectiveness of treatment, redesigning the drug / alcohol treatment system to improve outcomes and localise services, targeted outreach for difficult to engage drinkers and drug users, improving our response to parental substance misuse, embedding a recovery focus within treatment services.
- 3.5 Enforcement and regulation commitments within the strategy include actions to enforce law relating to alcohol and drugs and reduce associated antisocial behaviour and crime, implementation and enforcement of borough wide alcohol control zone, under age sales test purchases, operations to uncover illicit alcohol, dealer-a-day initiative, joint tasking approach to drug / alcohol related crime and ASB.
- 3.6 An action plan to accompany the Substance Misuse Strategy was developed and is provided in Appendix 1. The policy approach and priorities established by this strategy are still considered to be highly relevant to the effective tackling of drug and alcohol abuse in the Borough. The DAAT Board and the Community Safety Partnership have, therefore, agreed a proposal (subject to Cabinet agreement) to extend the current strategy by a year. The current strategy would be extended to March 2016 and a new three year strategy from 2016-2019 would be developed during the course of 2015/16.

Rationale for extension

- 3.7 The DAAT is currently in the process of re-procuring the entire drug / alcohol treatment system. This is already listed as an objective within the current strategy and links to many other objectives, particularly within the treatment and behaviour change and prevention pillars. A new strategy developed after this procurement has taken place would better be able to reflect the most up to date position and be utilised to embed the ongoing objectives for treatment services.
- 3.8 The Substance Misuse Strategy contributes towards the Crime and Disorder Reduction Strategy in Tower Hamlets (the Community Safety Plan). The current Community Safety Plan runs until March 2016 and it would be beneficial to develop a new substance misuse strategy in conjunction with the development of a new Community Safety Plan.
- 3.9 The LBTH Health and Wellbeing Strategy expires in 2016 and the Joint Strategic Needs Assessment is soon to be refreshed. It would be beneficial to develop a new Substance Misuse Strategy along the same timescale as these to ensure delivery of consistent messages.
- 3.10 An extension to the current strategy would also enable findings from the Community Alcohol Partnership to be incorporated into a new strategy and would ensure the relationships with, and objectives of, the newly structured Probation Service were embedded prior to strategy development.
- 3.11 Capacity within the DAAT is currently limited and it would not be possible to undertake development of a new strategy at the same time as undertaking the reprocurement process within current staffing levels.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

- 4.1. There are no specific financial implications emanating from this report which seeks an extension to the current Substance Misuse Strategy by a year to March 2016.

5. LEGALCOMMENTS

- 5.1. The Council has an obligation under section 6 of the Crime and Disorder Act 1998 to formulate and implement strategies in conjunction with other specified responsible authorities for –
- Reduction of crime and disorder
 - Combating the misuse of drugs, alcohol and other substances
 - Reduction of re-offending.

- 5.2. The Substance Misuse Strategy, which was adopted by Full Council in January 2012, is intended to fulfil the Council's obligation in relation to thesecond of the areas specified in paragraph 5.1. The Strategy may also be considered to be consistent with a number of the Council's other statutory functions, as outlined in more detail in the report to Full Council of 25 January 2012.
- 5.3. Pursuant to section 17 of theCrime and Disorder Act 1998, the Council is required, before adopting thestrategy to have due regard to the likely effect of the strategy on, and theneed to do all that it reasonably can to prevent, crime and disorder, misuse ofdrugs and alcohol and re-offending in Tower Hamlets. There is information in the report relevant to this consideration.
- 5.4. Before adopting the strategy, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advanceequality of opportunity and the need to foster good relations between personswho share a protected characteristic and those who don't. The report indicates that the equality analysis carried out prior to adoption in 2012 of the existing strategy continues to apply.
- 5.5. The Local Authorities (Functions and Responsibilities) (England) Regulations 2000 ("the Functions Regulations") specify that the making of crime and disorder reduction strategies within the meaning of sections 5 and 6 of the Crime and Disorder Act 1998 is a function which is not to be the sole responsibility of the Council's executive. This requirement is reflected in the Council's Constitution, which includes a crime and disorder reduction strategy in Article 4 of the budget and policy framework.
- 5.6. Regulation 4 specifies actions which shall not be the responsibility of the executive and these include the following –
- The amendment of any draft plan or strategy submitted by the executive for the authority's consideration.
 - The adoption (with or without modification) of the plan or strategy.
- 5.7. As it is proposed that the existing Substance Misuse Strategy be adopted for a further year, this is a decision which will need to be taken by Full Council.

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1. Equalities and diversity implications were considered fully during the development of the original strategy and an extension would represent no change to these implications. A full Equalities Impact assessment will be undertaken in conjunction with development of a new strategy.

7. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 7.1 The extension of this strategy does not have any greener environment impacts.

8. RISK MANAGEMENT IMPLICATIONS

- 8.1. A lapse in the life of an LBTH Substance Misuse Strategy would put the Council at risk due to its obligation under section 6 of the Crime and Disorder Act 1998 to formulate and implement strategies in conjunction with other specified responsible authorities for combating the misuse of drugs, alcohol and other substances. A new strategy is unlikely to be developed and adopted by April 2015.

9. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 9.1 The Substance Misuse Strategy contributes towards the Crime and Disorder Reduction Strategy in Tower Hamlets (the Community Safety Plan).

10. EFFICIENCY STATEMENT

- 10.1 An extension to the strategy would not alter proposed expenditure or service delivery.

Linked Reports, Appendices and Background Documents

Linked Report

- None

Appendices

- Substance Misuse Strategy Action Plan Update
- Equality Analysis Quality Assurance Checklist
- Tower Hamlets Substance Misuse Strategy 2012-2015

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

- None

Officer contact details for documents:

- Rachael Sadegh ext 0395, Rachael.sadegh@towerhamlets.gov.uk

Appendix 1: Substance Misuse Strategy Action Plan

Revision history

1. Initial draft produced by Rachael Sadegh
2. Proposed amendments made at 1st Strategy action plan steering group (22/11/11)
3. Proposed amendments made at 2nd Strategy action plan steering group (15/12/11)
4. Amendments made by RS / BA for strategy steering group(14/05/12)
5. Amendments made at 3rd Strategy action plan steering group (14/05/12)
6. Amendments made following comments from DAAT Board (28/05/12)

Prevention and Behaviour Change						
	Owner	Action	Deadline	Key Performance Indicator	Milestone	Progress Update
PB C1	Public Health, Safer Communities, LBTH, Children, schools and Families Directorate, LBTH	Develop a multi-agency communications plan for service users (adults, young people) and professionals with a focus on: <ul style="list-style-type: none"> - harm reduction and safe drinking levels, targeting communities with high levels of alcohol related harm - drug related harm and treatment services available - Supporting parents to address drug and alcohol misuse with their children. 	December 2012	<ul style="list-style-type: none"> • Communications plan developed and agreed by partners including LBTH, NHS, ELFT, MPS, Probation. • Heightened awareness of services and referral pathways along continuum of need. • Increased referral rates from a wide range of front line services. 	<ul style="list-style-type: none"> • Communications plan to be presented to / agreed at November DAAT Board. • Communications activity to commence in January 2013. 	<ul style="list-style-type: none"> • Communications plan agreed and activity in progress

Prevention and Behaviour Change						
	Owner	Action	Deadline	Key Performance Indicator	Milestone	Progress Update
PB C2	Children , Schools & Families Director atelBTH	<p>Ensure that school staff, pupils and parents receive substance misuse education via:</p> <ul style="list-style-type: none"> Tailored support provided to schools across the borough as part of their Healthy Schools work including support to develop and deliver evidence based curricula, lesson plans, resources and policies. Central training for teachers in drugs and alcohol education, delivery of targeted advice/support and management of high risk children and young people Delivery of parent information sessions regarding drugs and alcohol; harm reduction, advice for their children and how to access services Delivery of drugs / alcohol education training to youth centre staff to strengthen their ability to identify, support and refer children and young people identified as experiencing problems relating to substance misuse Develop scheme of work for teachers around drugs and alcohol Implement an alcohol peer led project to train year 9 pupils to educate their peers and local primary school pupils. 	Ongoing	<ul style="list-style-type: none"> Uptake of teachers' training in delivery of substance misuse lessons Information regarding treatment and access to services along continuum of need available to pupils, teachers and parents School adherence to NICE guidance on school based interventions on drugs / alcohol Increased referrals into young people's treatment services. 88% of schools achieving healthy schools status or renewing 	<ul style="list-style-type: none"> 9 schools to have attended central training by Jul12. 12 sessions for parents to be delivered by Jul 12. 18 youth centre staff to be trained by Jul 12. 20 primary schools to have engaged with the alcohol peer led project by Jul 12. School based drug / alcohol INSETs to be delivered by Jul 12 in 10 primary schools and 2 secondary schools. 4 peer educator training sessions to be delivered in secondary schools and 20 in primary schools by Jul 12. 	<ul style="list-style-type: none"> Training delivered and further programmes scheduled

Prevention and Behaviour Change						
	Owner	Action	Deadline	Key Performance Indicator	Milestone	Progress Update
PB C3	Public Health / Safer Communities (LBTH)	<p>Understand local trends in alcohol/ drug consumption to inform target work by undertaking the following activities and incorporating into the needs assessment process:</p> <ul style="list-style-type: none"> • A repeat of the Healthy Lifestyles Survey to include population level patterns of alcohol consumption and sexual health and drugs questions. • Annual analysis of GP drugs / alcohol NIS data. • Utilisation of available Criminal Justice System data sets to inform understanding of local trends in alcohol/drug consumption. • Utilisation of treatment data collected across all equality strands to inform targeted provision • Analysis of available datasets including hospital admissions, drug / alcohol related deaths, accident and emergency presentations and outreach data to inform needs analysis 	<p>December 2012</p> <p>September annually</p>	Annual needs assessment reports / updates produced which further develop knowledge of drug / alcohol consumption trends in Tower Hamlets.	<ul style="list-style-type: none"> • Develop specification for new survey and systems – March 2012 for procurement in 12/13. • Agree CEG data collection – June 2012. • Annual Needs Assessment / JSNA fact sheet update produced by December annually. 	<ul style="list-style-type: none"> • Annual needs assessments delivered using all available data • CEG data collected quarterly • Healthy lifestyles survey on hold

Prevention and Behaviour Change						
	Owner	Action	Deadline	Key Performance Indicator	Milestone	Progress Update
PB C4	Public Health / Safer Communities (LBTH)	Strengthen the inclusion of substance misuse in the revised Health and Well Being strategy and ensure inclusion in other relevant strategies including; <ul style="list-style-type: none"> - tobacco control - cardiovascular disease - sexual health - mental health - teenage pregnancy - housing - integrated offender management - licensing 	Ongoing	<ul style="list-style-type: none"> • Substance misuse integrated in cross-cutting strategies of relevance. 	<ul style="list-style-type: none"> • Collate a calendar of refresh dates for relevant strategies. • Approach strategic leads to discuss strengthening substance misuse in each strategy. 	<ul style="list-style-type: none"> • Substance misuse included in Health and Wellbeing Strategy – strategy expires in 2016 • Substance misuse incorporated in sexual health procurement exercise • Tobacco control training to be delivered in treatment agencies
PB C5	Public Health	Undertake a review of prevention initiatives.	March 2013	<ul style="list-style-type: none"> • Comprehensive mapping of prevention initiatives produced, including referral and threshold criteria for initiatives. • Childrens and Adults to be included in scope. 	<ul style="list-style-type: none"> • Mapping event for children’s services – Sep 12 • Mapping event for adults services - Nov 12 • Report findings and recommendations to JCG – Feb 13 	<ul style="list-style-type: none"> • Mapping events held and evaluated • Prevention initiatives included in current re-procurement project
PB C6	Public Health	Pilot the Behaviour Change toolkit to substance misuse service providers to enhance their ability to develop and market their services to key target groups.	December	<ul style="list-style-type: none"> • Attendance by treatment services and other agencies to behaviour change toolkit training sessions • Numbers in attendance for training 	<ul style="list-style-type: none"> • Programme scheduled and services invited • Two pilot sessions to be delivered between September and December with identified agencies 	<ul style="list-style-type: none"> • Training delivered

Prevention and Behaviour Change						
	Owner	Action	Deadline	Key Performance Indicator	Milestone	Progress Update
PB C7	Children , Schools & Families DirectorateLBT H	Implement earlier intervention for individuals in the youth justice system.	June 2012	<ul style="list-style-type: none"> 100% of individuals screened 	<ul style="list-style-type: none"> Implement new screening process Report ongoing performance into Young People's Network Group 	<ul style="list-style-type: none"> Processes implemented and reported

Treatment						
	Owner	Action	Deadline	Key performance indicator	Milestones	
T1	TH Drug and Alcohol Action Team	Review provision and configuration of drug / alcohol treatment for adults <ul style="list-style-type: none"> - redesign treatment provision - facilitate widespread consultation - conduct equalities impact assessment. 	April 2015	<ul style="list-style-type: none"> • Development of new model of drug / alcohol service provision • Improved referral rates • Improved treatment outcomes. • Reduced spend per successful exit 	<ul style="list-style-type: none"> • Review of existing evidence/data and analysis • Consultation with stakeholders on redesign options • Skeleton delivery model to be developed and agreed • Consultation with stakeholders on final model • Procurement of new treatment system 	<ul style="list-style-type: none"> • Reprourement programme suspended in February 2012. New re-procurement programme currently in progress
T2	NHS North East London and the City	Strengthen primary care responses to substance misuse <ul style="list-style-type: none"> - Evaluation of Network Improved Services in primary care - Provision of ongoing training to primary care providers in SBI and community detoxification 	March 2013	<ul style="list-style-type: none"> • Increased no. of alcohol screens • Increased referrals into structured drug / alcohol treatment. 	<ul style="list-style-type: none"> • Evaluation of NIS to be completed by December 2012. • Report and recommendations to JCG – Feb 13 	<ul style="list-style-type: none"> • New NIS to be incorporated within re-procurement project

Treatment						
	Owner	Action	Deadline	Key performance indicator	Milestones	
T3	TH Drug Interventions Programme	Ensure the universal offer of alcohol screening is undertaken in custody suites with referrals into treatment services.	May 2012	<ul style="list-style-type: none"> • Increased number and percentage of people referred • Increased number and percentage of people attended • Increased number and percentage of people screened 	<ul style="list-style-type: none"> • Quarterly report to DAAT board/IOM board. 	<ul style="list-style-type: none"> • Alcohol screening implemented
T4	Police / Public Health	Implement targeted interventions for drug using offenders via: <ul style="list-style-type: none"> • The implementation of a universal offer of drugs screening and referral to services in custody. • Scoping the value of widening out screening from class A drugs 	May 2012	<ul style="list-style-type: none"> • No and percentage of people screened • No and percentage of people referred • No and percentage of people attended 	<ul style="list-style-type: none"> • Quarterly performance report to DAAT Board / IOM board. • Screening report to be presented to November DAAT Board? 	<ul style="list-style-type: none"> • New screening / testing protocols introduced for offenders

Treatment						
	Owner	Action	Deadline	Key performance indicator	Milestones	
T5	TH Drug Interventions Programme	Evaluate the impact of proposed changes to mandatory drugs testing for trigger offences on referral into treatment system.	November 2012	<ul style="list-style-type: none"> Cost benefit analysis of accessing people naïve to treatment using mandatory versus intelligence led testing 	<ul style="list-style-type: none"> Report presented to November DAAT Board 	<ul style="list-style-type: none"> Initial report completed, further evaluation required

Treatment						
	Owner	Action	Deadline	Key performance indicator	Milestones	
T6	Public Health / TH Drug and Alcohol Action Team	Improve the identification of, and response to, individuals with an alcohol problem when presenting to secondary care services including A&E.	March 2013	<ul style="list-style-type: none"> Alcohol champions in place within the Royal London Hospital Acute Trust alcohol strategy in place with buy in from range of stakeholders Improved number of screens and brief interventions delivered. All wards and departments have access to and implement guidance and policy on the appropriate and effective management of alcohol dependent patients and of management of withdrawal from alcohol among these. 	<ul style="list-style-type: none"> Evaluate the work of the alcohol nurse specialists in identification and delivery of brief interventions throughout the acute hospital Trust. Report to the Adult Substance Misuse Joint Commissioning Group the evaluation findings. Agree new service level agreement Performance manage the service quarterly to ensure full implementation of recommendations 	<ul style="list-style-type: none"> Evaluation complete Service to be reconsidered within re-procurement programme

Treatment						
	Owner	Action	Deadline	Key performance indicator	Milestones	
T7	TH Drug and Alcohol Action Team	<p>Ensure identification and brief advice interventions (IBAs) are routinely offered to adult clients across a range of frontline services including:</p> <ul style="list-style-type: none"> - hostels - social services - sexual health services - patients with long term conditions - patients in mental health services <p>Plan and deliver a course of training sessions to frontline professionals and implement reporting systems (interventions offered, accepted and outcomes) to capture data across 9 equality strands.</p>	October 2012- March 2013	<ul style="list-style-type: none"> • Increased number of IBAs • Improved uptake of treatment services • Provision of IBAs written into service specifications of providers. 	<ul style="list-style-type: none"> • Seek agreement with service leads for widescale approach. • Training schedule planned. • Quarterly reporting of training sessions delivered. 	<ul style="list-style-type: none"> • Training sessions delivered • Widespread screening requires further implementation

Treatment						
	Owner	Action	Deadline	Key performance indicator	Milestones	
T8	CF&S	Implement a new model of service provision for young people's intervention and treatment, including transition of tier 2 interventions from treatment services and the Youth Offending Team to the Youth Service Targetted Support Team.	October 2012	<ul style="list-style-type: none"> • Development of new model of service provision • Improved referrals into young people's treatment services. • Improved treatment outcomes. • Reduction in the number of young people reoffending as a consequence of drug / alcohol misuse. • Reduction in asset scores of young people engaged via the Youth Offending Team. 	<ul style="list-style-type: none"> • Issue new contracts and partnership agreements – June 12. • Update assessment tool – April 12. • Update and publicise referral pathways – June 12. • Implement treatment outcomes framework – October 12. 	<ul style="list-style-type: none"> • New Young Peoples service commissioned

Treatment						
	Owner	Action	Deadline	Key performance indicator	Milestones	
T9	TH Drug and Alcohol Action Team	<p>Ensure the needs of young adults with drug / alcohol problems are addressed within the treatment system by:</p> <ul style="list-style-type: none"> • Implementing targeted interventions for this age group • Ensuring adult treatment providers offer an appropriate approach for this age group 	June 2013	<ul style="list-style-type: none"> • Increased referrals of 18-24 year olds into treatment • Increased numbers engaging in treatment 	<ul style="list-style-type: none"> • Commission a targeted intervention for this group – April 2012 • Evaluate the targeted intervention service and incorporate recommendations into core services. 	<ul style="list-style-type: none"> • Project undertaken to engage 18-24 year olds. • 18-24s targeted within re-procurement exercise

Treatment						
	Owner	Action	Deadline	Key performance indicator	Milestones	
T10	Probation	<p>Improve offenders' (including young offenders') access to alcohol treatment via:</p> <ul style="list-style-type: none"> Targeted drug / alcohol interventions for Youth Offending Team (YOT) clients where alcohol is a feature of offending behavior A review of voluntary access of probation clients into treatment services. Training for probation workers to offer screening and brief interventions. Implementation of pathways for probation clients into alcohol treatment services 	March 2013	<ul style="list-style-type: none"> Demonstrable greater enforcement of Alcohol Treatment Requirement Orders Increased uptake of drug and alcohol treatment services by offenders 	<ul style="list-style-type: none"> Training delivered to Probation workers – March 2012 Pathways confirmed between Probation and TH Community Alcohol Team – April 2012 Quarterly reporting of data Evaluation of performance within annual needs assessment 	<ul style="list-style-type: none"> Extensive training delivered to Probation services Pathways to treatment confirmed Data collated and included within needs assessment Changes to Probation services as a result of Transforming Rehabilitation will necessitate further training once teams embedded Probation pathways into treatment to be reconsidered within re-procurement programme

Treatment						
	Owner	Action	Deadline	Key performance indicator	Milestones	
T11	TH Drug and Alcohol Action Team	<p>Improve response to parental substance misuse</p> <ul style="list-style-type: none"> - Launch treatment service and social services handbooks for parental substance misuse - Monitor referrals between services - Implement CAF across treatment services - Deliver an annual drug awareness training programme for key frontline staff including:- social services, Police etc. - Ensure needs of families are addressed in individual care plans 	<p>July 2012</p> <p>Quarterly</p> <p>Start June 2012</p> <p>Annual programme starting January 2012</p>	<ul style="list-style-type: none"> • Increased use of CAF by treatment services • Increased referrals between social services and treatment services • Earlier intervention in parental substance misuse • Involvement of families in treatment plans. • Improved uptake of family interventions 	<ul style="list-style-type: none"> • Agree final version of handbooks – July 2012 • Commence eCAF training for treatment services – June 2012 	<ul style="list-style-type: none"> • Handbooks agreed and disseminated • eCAF training delivered to some agencies – further training required

Treatment						
	Owner	Action	Deadline	Key performance indicator	Milestones	
T12	Children, Schools & Families Directorate, LBTH & Public Health	Improve follow up response for young people presenting to A&E with substance misuse presentations	August 2012	<ul style="list-style-type: none"> Increased referrals into structured treatment. Reduction in the number of young people presenting to A&E with alcohol and substance misuse presentations. 	<ul style="list-style-type: none"> Liaise with A&E leads within the Royal London Hospital to establish consistent referral processes. Update and reinforce referral pathways and protocols from A&E to treatment services. 	<ul style="list-style-type: none"> Further work required
T13	DAAT Board	Appoint therapeutic, strategic and community recovery champions to support and drive recovery across the borough.	August 2013	<ul style="list-style-type: none"> Respected and active champions in place. Clear remits established for champions 	<ul style="list-style-type: none"> Agree remit / role description for champions Agree network of champions across the borough Implement robust communication / feedback activities to maximise impact of champions. 	<ul style="list-style-type: none"> Recovery champions still to be established

Treatment						
	Owner	Action	Deadline	Key performance indicator	Milestones	
T14	TH Drug and Alcohol Action Team	<p>Support drug /alcohol users to access wrap around services</p> <ul style="list-style-type: none"> • Ensure pathways to education / employment are included in the redesigned treatment system • Maximise links with Jobcentre Plus, work programme providers, Ideas Store Learning and other providers to develop support programmes for drug / alcohol users • Inform the hostels strategy and the procurement of hostel services to ensure the needs of drug / alcohol users are reflected with regards to accommodation needs. 	October 2012	<ul style="list-style-type: none"> • Advice and support given to all service users regarding access to education, employment, training, housing, finance and health including BBV, sexual health and primary care – where appropriate • Improved uptake of education / employment / volunteering opportunities by drug / alcohol users in treatment • Improved accommodation outcomes for drug / alcohol users in treatment. 	<ul style="list-style-type: none"> • Support structures to be written into specifications for re-commissioning of treatment services including outcome measures. • Quarterly reporting of education / employment outcomes • Agree joint working and information sharing protocols with borough work programme providers – Sep 12 	<ul style="list-style-type: none"> • Currently reporting employment outcomes and working with new work programme providers • Support services addressed strongly within re-procurement programme

Treatment						
	Owner	Action	Deadline	Key performance indicator	Milestones	
T15	TH Drug and Alcohol Action Team	<p>Improve the recovery focus within all treatment services to enable recovering drug / alcohol users to re-integrate into their communities:</p> <ul style="list-style-type: none"> • Ensure recovery outcomes integrated into commissioning process via service level agreements and performance management processes. • Implement the outcome star model across all treatment services and produce recommendations for future commissioning. • Develop structured pathways from treatment services to services that offer support around accommodation, financial health, education and employment. 	March 2013	<ul style="list-style-type: none"> • Improved percentage of planned (drug free) exits from treatment. • Improved, measurable outcomes from treatment services relating to: <ul style="list-style-type: none"> • Outcome star performance • Treatment representations • Employment outcomes • Accommodation outcomes • Criminal behaviour outcomes • Drug taking behaviour • Injecting behaviour • . 	<ul style="list-style-type: none"> • Implement outcome star training for all treatment providers – January 2012 • Commence outcome star measurements within core care planning procedures within treatment services – April 2012 • Evaluate outcome star data and produce a report for JCG recommending future targets and contractual changes – February 2013 • Develop and agree workplan for the aftercare working group – August 2012 	<ul style="list-style-type: none"> • Outcome star implemented across all providers and data collated quarterly

Enforcement and Regulation						
	Owner	Action	Deadline	Key performance indicator	Milestones	Progress Update
ER 1	Trading Standards, LBTH	Combat sales to underage drinkers including proxy sales - Underage operations are supported by information / education about licensee responsibilities followed by publicity about prosecutions - Provide advice and training for traders on legal obligations	Ongoing	<ul style="list-style-type: none"> Minimum of 2 targeted under-age sales operations per quarter by the police and trading standards teams 		<ul style="list-style-type: none"> Quarterly operations in place and ongoing
ER 2	Trading Standards, LBTH	Combat sales of counterfeit products at a retail level	March 2013	<ul style="list-style-type: none"> Information provided to traders regarding counterfeit alcohol products Conduct 4 partnership operations annually to uncover illicit alcohol with customs and excise, police and trading standards teams 		<ul style="list-style-type: none"> Annual operations in place and ongoing
ER 3	Safer Communities, LBTH	Produce regular hotspot analysis of key data (crime, drugs, alcohol, youth asb etc) to deliver targeted operations	Quarterly	<ul style="list-style-type: none"> Quarterly analysis reports available Inclusion within annual needs assessment report considered at 		<ul style="list-style-type: none"> Data collated and included in needs assessment

				November DAAT Board		
ER 4	Safer Communities, LBTH	Work closely with police to prevent/address crime and disorder in and around licensed premises	Ongoing	<ul style="list-style-type: none"> Fortnightly joint tasking meetings with police Proactive use of information/intelligence including from victims 		<ul style="list-style-type: none"> Joint tasking meetings in place
ER 5	Safer Communities, LBTH	Effective communication of successful operations via promotion of positive stories in East End Life and via other channels	Ongoing	<ul style="list-style-type: none"> Improved perceptions of drug / alcohol related anti-social behaviour and crime amongst residents 		<ul style="list-style-type: none"> Ongoing promotion of positive stories
ER 6	Safer Communities, LBTH	Improve coordination of young people's and adults outreach with anti-social behavior hotspots	Ongoing	<ul style="list-style-type: none"> Reduce antisocial behaviour by using joint tasking approach across full range of regulatory and enforcement powers 104 outreach referrals into structured treatment annually 		<ul style="list-style-type: none"> Joint tasking meetings in place and attended by outreach team
ER 7	Police	Disrupt the supply of drugs through effective enforcement	Ongoing	<ul style="list-style-type: none"> Minimum of 365 arrests annually for drug dealing offences 	<ul style="list-style-type: none"> Quarterly reports to DAAT Board 	<ul style="list-style-type: none"> Dealer a day programme remains in place and achieving annual targets
ER 8	Police	Ensure drug misusing offenders receive a holistic support package aimed at stopping offending and drug dependence.	March 2013	<ul style="list-style-type: none"> Implementation of a results-focussed Integrated Offender Management programme Reduced re-offending rates amongst drug users 	<ul style="list-style-type: none"> IOM milestones to be added 	<ul style="list-style-type: none"> IOM process in place with police lead
ER 9	DAAT	Support community groups to provide an		<ul style="list-style-type: none"> Improved perceptions of drug / alcohol 	<ul style="list-style-type: none"> Quarterly meetings with CADAA 	<ul style="list-style-type: none"> CADAA now dissolved but community ward forums attended

		<p>impetus for sustained, co-ordinated action aimed at reducing drug related crime</p> <ul style="list-style-type: none"> - Continue to meet with CADAA and provide support for their annual event - Appoint a communities recovery champion to support and drive the recovery agenda across the borough 	<p>Ongoing</p> <p>October 2012</p>	<p>related anti-social behaviour and crime amongst residents</p> <ul style="list-style-type: none"> • Proactive champion in place 	<ul style="list-style-type: none"> • Appointment of communities recovery champion(s) by October 2012 	<p>and drug / alcohol concerns followed up</p> <ul style="list-style-type: none"> • Community events supported by DAAT • Recovery champions yet to be established
ER 10	<p>Safer Communities, LBTH</p>	<p>Utilise powers available within the remit of the borough wide alcohol control zone to control alcohol related anti-social behaviour and crime</p> <ul style="list-style-type: none"> - Target problem areas via joint tasking approach 	<p>Ongoing</p>	<ul style="list-style-type: none"> • Improved perceptions of drug / alcohol related anti-social behaviour and crime amongst residents 	<ul style="list-style-type: none"> • Regular joint tasking meetings • Review of alcohol control zone 	<ul style="list-style-type: none"> • Joint tasking meetings in place

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EQUALITY ANALYSIS QUALITY ASSURANCE CHECKLIST

Name of 'proposal' and how has it been implemented (proposal can be a policy, service, function, strategy, project, procedure, restructure/savings proposal)	Extension of Substance Misuse Strategy 2012-15
Directorate / Service	CLC / DAAT
Lead Officer	Rachael Sadegh, DAAT Coordinator
Signed Off By (inc date)	Andy Bamber, Service Head, Safer Communities
Summary – to be completed at the end of completing the QA (using Appendix A) (Please provide a summary of the findings of the Quality Assurance checklist. What has happened as a result of the QA? For example, based on the QA a Full EA will be undertaken or, based on the QA a Full EA will not be undertaken as due regard to the nine protected groups is embedded in the proposal and the proposal has low relevance to equalities)	<div style="display: flex; align-items: center; margin-bottom: 10px;"> <div style="background-color: #00a651; width: 20px; height: 20px; margin-right: 10px;"></div> <div>Proceed with implementation</div> </div> <p>As a result of performing the QA checklist, the policy, project or function does not appear to have any adverse effects on people who share <i>Protected Characteristics</i> and no further actions are recommended at this stage.</p>

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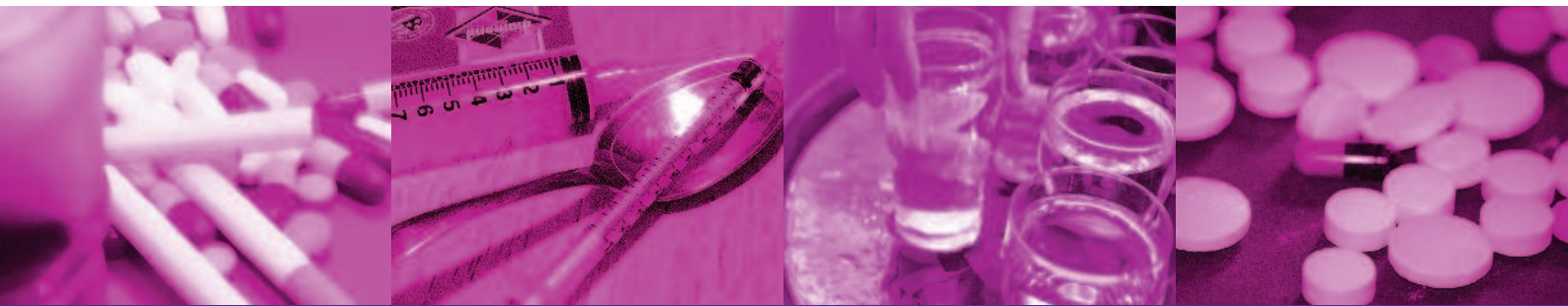
Stage	Checklist Area / Question	Yes / No / Unsure	Comment (If the answer is no/unsure, please ask the question to the SPP Service Manager or nominated equality lead to clarify)
1	Overview of Proposal		
a	Are the outcomes of the proposals clear?	Yes	Current strategy to be extended for 1 year to the end of March 2016, which will enable the service to reflect the

			results of the currently re-procured drug/alcohol treatment system and to incorporate findings from the Community Alcohol Partnership in a new substance misuse strategy. The service users and residents will continue having benefit from the services identified by the current strategy. A new substance misuse strategy will be developed in 2015-16.
b	Is it clear who will be or is likely to be affected by what is being proposed (inc service users and staff)? Is there information about the equality profile of those affected?	Yes	Impact assessed prior to strategy implementation. The service users and residents will continue to have benefit from the current strategy and services. Impact of a new strategy will be assessed during the development process of the new strategy.
2	Monitoring / Collecting Evidence / Data and Consultation		
a	Is there reliable qualitative and quantitative data to support claims made about impacts?	Yes	Data regarding the impact of the strategy and services have been collected and monitored by the Community Safety Partnership and Drug and Alcohol Action Team (DAAT) Board
	Is there sufficient evidence of local/regional/national research that can inform the analysis?	Yes	There is a wealth of data that have informed the current services and will be used prior to developing a new strategy
b	Has a reasonable attempt been made to ensure relevant knowledge and expertise (people, teams and partners) have been involved in the analysis?	Yes	Stakeholders and residents were involved in the consultation prior to implementation of the current strategy. Also, the DAAT board and others help analyse the data in meetings.
c	Is there clear evidence of consultation with stakeholders and users from groups affected by the proposal?	Yes	Stakeholders and residents were involved in the consultation prior to implementation of the current strategy and there will be further consultation during development of a new strategy.
3	Assessing Impact and Analysis		
a	Are there clear links between the sources of evidence (information, data etc) and the interpretation of impact amongst the nine protected characteristics?	Yes	There is a significant amount of data available on the protected characteristics that have been monitored by various boards. The data will also be used in the development of a new strategy.
b	Is there a clear understanding of the way in which proposals applied in the same way can have unequal impact on different groups?	Yes	The impact of actions stemmed from the current strategy has been monitored and the service have clear understanding of the impact of the current strategy on different groups. Additional consultation with distinct population groups will be undertaken during the development of the new strategy.

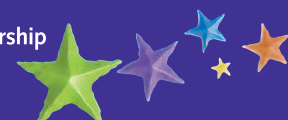
4	Mitigation and Improvement Action Plan		
a	Is there an agreed action plan?	Yes	An action plan to accompany the Substance Misuse Strategy was developed and is provided in Appendix 1.
b	Have alternative options been explored	Yes	A new strategy could be developed to start in April 2015 though this is unlikely to be developed and adopted by Council in time for an April start. Due to the significant changes planned for the treatment system over the next year, this strategy would quickly become out of date and would not be congruent with a new Health and Wellbeing Strategy or Community Safety Plan.
5	Quality Assurance and Monitoring		
a	Are there arrangements in place to review or audit the implementation of the proposal?	Yes	The current strategy action plan is monitored by the DAAT Board and there will be a consultation plan and equalities assessment developed as part of the new strategy development.
b	Is it clear how the progress will be monitored to track impact across the protected characteristics??	Yes	We currently collate data across a number of treatment, criminal justice and public health services which will be used to inform development of the new strategy
6	Reporting Outcomes and Action Plan		
a	Does the executive summary contain sufficient information on the key findings arising from the assessment?	Yes	The service users and residents will continue to have the services that are currently available. The impact of the services will also continue to be monitored by various boards.

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TOWER HAMLETS SUBSTANCE MISUSE STRATEGY 2012-2015



SUMMARY



FOREWORD

The harms caused by alcohol or drug misuse extend far beyond the individual into families, friends, communities and neighbourhoods, harming health, limiting opportunities and causing significant crime and anti-social behaviour. Whether it is an individual struggling with addiction, a family experiencing the gradual loss of a loved one or communities being blighted by crime to feed drugs habits, we cannot, and will not, ignore the widespread harms.

The most effective way for us to address the harms of alcohol and drug misuse is through working together in partnership work across the Council, NHS, Police, Fire Service, Probation, voluntary and community and sector. Our partnership work will focus on the three pillars of prevention/ behaviour change, treatment and enforcement/ regulation. We are committed to working together to bring the fullest range of interventions to tackle these problems and encourage all sections of our community to seek effective treatment from both Primary Care and specialist providers.

The costs of excessive alcohol consumption and use of illegal substances are borne not only by individuals, their families and friends but broadly across all of the public sector and the economy as a whole. We will continue to help people to make positive choices not to abuse alcohol or drugs, to seek and engage in treatment and ensure that people do not see Tower Hamlets as a place to sell illegal drugs.

As with many areas of the Partnership, Tower Hamlets is already recognised as a leader in addressing the harms of drugs and alcohol through both enforcement and effective treatment. Working together we commit ourselves to address the underlying causes of alcohol and substance misuse. We will continue to both lead and innovate whilst recognising that the current financial situation means we have to, more than ever, ensure all investments provide the most cost effective ways of pursuing our collective aims of preventing alcohol or drugs misuse, encouraging effective treatment and protecting our communities from crime.

Lutfur Rahman,
Mayor of Tower Hamlets

Cllr Ohid Ahmed,
Deputy Mayor of Tower Hamlets

Dr. Somen Banerjee,
Joint Director of Public Health, NHS
North East London and the City

Chief Superintendent David Stringer,
Tower Hamlets Borough Commander,
Metropolitan Police Service

Gary Atherton,
Assistant Chief Officer , London
Probation Trust

INTRODUCTION

1

1.1 This strategy summary outlines Tower Hamlets Partnership's approach to tackling the problems associated with drugs and alcohol misuse in the borough. It presents the key actions the Partnership intends to take from 2012-2015, as detailed in the full Substance Misuse Strategy technical document, which is published alongside this strategy summary, and which combined should be read and considered as our one Strategy for drugs and alcohol

1.2 In Tower Hamlets, we have over recent years made considerable progress in reducing the harm caused by drug and alcohol misuse. The London Borough of Tower Hamlets and NHS East London & The City, alongside treatment providers, the Metropolitan Police, and London Probation,

have together worked hard to ensure that we support people to make healthy lifestyle choices, provide high quality treatment and support when needed, and tackle the antisocial behaviour and crime associated with drugs and alcohol

1.3 The Health and Wellbeing Board provides an excellent opportunity to strengthen the Partnership's joined up approach in addressing the wide ranging individual and societal harms caused by drug and alcohol misuse

1.4 The Partnership is keen to build on its progress to date, to further improve our approach to tackling the harm associated with drug and alcohol misuse in the borough, and intends to do so through this strategy

Some successes to date

During 2010/11, there were 1,630 drug users in effective treatment in Tower Hamlets, significantly in excess of our target, and the highest in London, and our treatment services are accessed by people from Black & Minority Ethnic communities at a higher rate than other similar areas.

During 2010/11, there were 409 arrests of dealers of Class A and Class B drugs in the borough, taking the total number of arrests above our target of 365 per year in the dealer a day programme.

We have successfully attracted and secured funding to commission three elements to our local alcohol treatment system; a primary care enhanced service, delivery of an acute hospital Trust screening and brief interventions service and the community alcohol team providing health promotion, assessment, community detoxification, referral to residential treatment and management of complex patients.

Protecting children and young people affected by parental substance misuse remains a local priority. We continue to strengthen the strategic response across the full range of services to target effectively the problems that families face.



WHAT WE KNOW ABOUT LOCAL DRUG AND ALCOHOL ISSUES

2

2.1 In preparing this strategy, we have researched information available regarding the nature and scale of drug and alcohol misuse in the borough, and the effects on individuals and the local community. Some of the key facts we have established as part of our research, and which have underlined our need for a new strategy, are detailed below

Key local facts: alcohol

- Although the average rate of alcohol consumption across Tower Hamlets is relatively low, due to a large proportion of the population who do not drink, 43% of people who do drink have harmful or hazardous drinking patterns
- Despite the large proportion of the population who do not drink, we have higher than the London average alcohol-related admissions to hospital (most recent available data suggests that Tower Hamlets saw 1,841 per 100,000 alcohol related hospital admissions in 2009/10 compared to a rate of 1,684 in London and 1,743 in England)
- There is a considerable body of international literature showing that treatment for alcohol problems is both effective and cost-effective. In 2010/11, 602 Tower Hamlets residents received structured alcohol treatment.

Key local facts: drugs

- 52% of residents who responded to the Annual Residents Survey (2010/11) said that drug misuse or dealing was a very, or fairly big problem
- As a recent snapshot Tower Hamlets saw 1232 drug related offences (dealing and possession) during April to July 2011, accounting for 12% of all notifiable offences in the borough. During this same period, Tower Hamlets saw the highest number of class A offences in London.
- Where mandatory drug tests in police custody suites were undertaken, 31% of those tested in 2010/11 had a positive result for opiates or cocaine (mostly crack cocaine). There are well documented associations between dependent Class A drug use and acquisitive crime
- The most recent estimate (2010/11) suggests that there are around 3,795 people with problematic drug use in Tower Hamlets; Of this number, 1,775 (47%) are estimated to have not yet engaged with treatment.

2.2 It has been estimated nationally that the cost of alcohol misuse is huge, with at least £6 billion wasted every year. However, it is also a fact that treatment can be cost effective – for every £1 spent on treatment, £5 is saved elsewhere. For drug misuse treatment, similar financial benefits are possible: for every £1 spent on drug treatment in Tower Hamlets, £3.95 is saved on health and crime costs.

THE TOWER HAMLETS APPROACH

3

3.1 We believe that by working in partnership we will more effectively address the problems associated with drug and alcohol misuse than if we were to work alone. The commitments contained in this strategy are therefore the commitments of the Partnership, including the London Borough of Tower Hamlets, NHS East London & The City, the Metropolitan Police, London Probation and voluntary sector providers

Our Partnership Vision

In Tower Hamlets, we will support people and families to make healthy lifestyle choices; we will reduce harm to those at risk, and empower those who are addicted or dependent to recover. We will relentlessly bear down on the crime and anti-social behaviour associated with drug and alcohol misuse that impacts on our communities.

3.2 The Partnership aims to help people who are affected or dependent to recover, by enabling, empowering and supporting them to progress along a journey of sustainable improvement to their health, well-being and independence

3.3 The Partnership is very aware of the serious social, psychological and physical complications of poly drug use as well as combined substance misuse and mental health problems (known as dual diagnosis). We believe that our services are particularly attuned to the needs of complex clients and while this is a historically challenging client group for traditional drug services, we will aim to

ensure that Tower Hamlets services continue to develop to effectively meet their needs

3.4 Carers and family members of substance misusers can often become isolated and feel stigmatised. It is important that the services offered by the Partnership as described in Tower Hamlets Carers Strategy and Commissioning Plan include the needs of substance misusers. We will review the existing provision of mainstream support to carers of people with substance misuse issues and seek to better address their needs

3.5 Alcohol and drug misuse and domestic violence are strongly linked. The Partnership is committed to reducing domestic violence and places safeguarding at the heart of its work to identify and address substance misuse in the family

3.6 To make it clear that we can only continue to progress in our approach to tackling the problems associated with drug and alcohol misuse through partnership working, we have organised our commitments around the three cross-cutting pillars of prevention and behaviour change, treatment, and enforcement and regulation



- **Prevention and Behaviour Change**
Prevention includes the actions we will take to address the wider determinants of health and factors which we know increase vulnerability to drug and alcohol misuse. Such factors include poor quality housing, lack of employment or educational opportunities and intergenerational influences

The National Social Marketing Strategy¹ lays out a framework for addressing both individual and societal push (e.g. peer pressure) and pull (e.g. alcohol advertising) factors

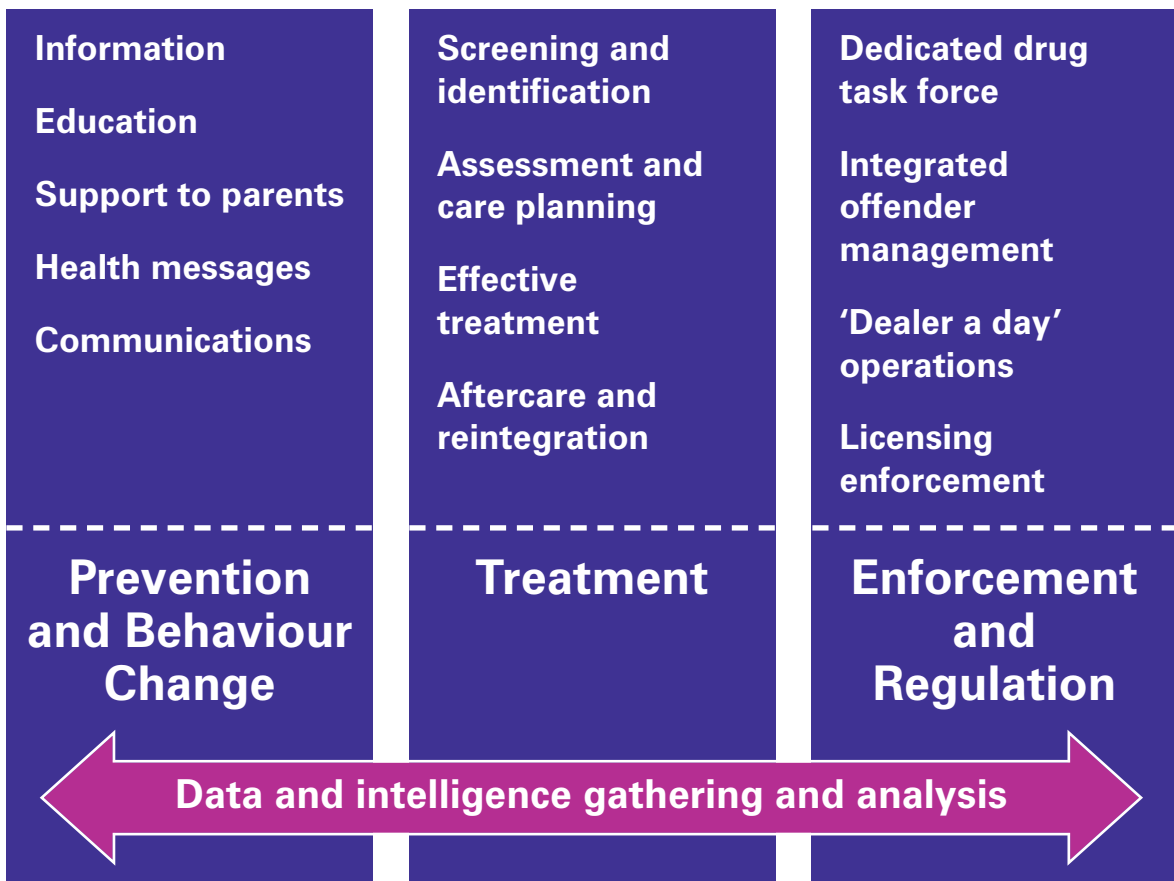
Prevention and Behaviour Change also includes the actions we will take to ensure that high quality information is available on drugs and alcohol, promotion and prevention activities

are developed, and advice and initial support options are made available to people who might have early stage problems with drugs and alcohol

- **Treatment** includes the actions we will take to improve the access to and effectiveness of treatment options for people who are dependent on, or who have problems with, alcohol or drugs
- **Enforcement and Regulation** includes the actions we will take to enforce the law as it relates to alcohol and drugs, and tackle the anti-social behaviour and crime associated with drug and alcohol misuse

¹ Changing behaviours, improving outcomes: A social marketing strategy for public health
Department of Health (2011)

'THREE PILLARS' APPROACH



ALCOHOL HARM REDUCTION: OUR COMMITMENTS



4.1 The aim of our strategy is to reduce alcohol-related problems to improve the quality of life for both Tower Hamlets residents and visitors. We seek to encourage and promote a culture of responsible drinking coupled with responsible management of licensed premises. Our strategy sets out our priorities for addressing alcohol misuse and how we intend to coordinate and deliver them, with key areas set out below

4.2 ACTION ON ALCOHOL: PREVENTION AND BEHAVIOUR CHANGE SUMMARY

4.2.1 We will ensure identification and brief advice and, where appropriate, referral on to other agencies, is routinely undertaken on adult patients and clients attending key frontline services e.g. probation, health and the police. We will explore the potential for this approach to be expanded to paediatric and youth services

4.2.2 We will develop a multi agency communications plan for adults and

young people with a focus on harm reduction, safe drinking levels and targeting communities with high level of alcohol related harm²

4.2.3 We will ensure that young people have access to reliable alcohol education, and support schools to develop effective policies through a “whole schools approach”³ to alcohol

4.3 ACTION ON ALCOHOL: TREATMENT SUMMARY

4.3.1 We will increase access and uptake and improve outcomes from services across primary care, secondary care and specialist services

4.3.2 We will further ensure that access to our services is equitable for all of our local communities. Integral to this process will be the role of our redesigned treatment system

4.3.3 We will strengthen our approach to actively encourage difficult to engage people, such as street drinkers and offenders, into treatment and support, through effective interagency work

² The Chief Medical Officer for England recommends that children should have an alcohol free childhood. If young people aged 15 to 17 years old drink alcohol, it should always be with the guidance of a parent or carer or in a supervised environment.
<http://www.dh.gov.uk/health/category/publications/>

³ The whole schools approach includes:
‘A supportive school climate, environment and culture created and owned by pupils, parents, carers, governors, teachers, school staff and community organisations Whole school policies and practice developed in line with legal requirements and non-statutory guidance and which complement the aims of the drug education programme.’ - see Department for Education and NICE for nationally recognised definitions

4.3.4 We will ensure that family based interventions are integral to treatment provision

4.3.5 We will implement a new treatment model for young people which will devolve responsibility for lower level and threshold services to generic front line youth services. The new model will require clearer care pathways, a strong interface with more specialist support and treatment services, information sharing and workforce development

4.3.6 We will ensure that there is rapid access to intensive specialist support for those young people whose alcohol misuse is already starting to cause harm and for the most vulnerable young people this will include locally delivered multi-agency packages of care with the aim of preventing escalation

4.4 ACTION ON ALCOHOL: ENFORCEMENT AND REGULATION SUMMARY

4.4.1 We will implement and enforce a borough wide alcohol control zone to reduce anti- social behaviour

4.4.2 We will create an environment where anybody under the legal drinking age is restricted from obtaining alcohol through working with licensed premises to ensure responsible alcohol sales, enforcement of any minimum alcohol pricing, and promotion of the available treatment services

4.4.3 We will improve the management and planning of the night time economy through strengthening the role of local residents in regulating the environments where alcohol can be obtained through utilisation of licensing, planning and other regulatory powers

4.5 ALCOHOL HARM REDUCTION: HOW WE WILL MEASURE OUR SUCCESS

4.5.1 We will measure our success against our commitments as detailed above, and in the full Substance Misuse Strategy technical document, by publishing our performance against the outcome indicators below:

- We will reduce the ill-health caused by alcohol, alcohol related accidents and hospital admissions
- We will tackle alcohol related violence, crime, anti social behaviour and related domestic violence
- We will reduce the impact of alcohol related anti-social behaviour as measured by the perception of our local communities
- We will reduce the level of alcohol related harm to children and young people.



DRUGS: OUR COMMITMENTS

5

5.1 The aim of the drugs chapter of our strategy is to reduce the demand for drugs through effective education and prevention, to increase the number of service users entering, engaging with and completing treatment in order to recover from drug misuse and to relentlessly bear down on the crime associated with drugs. Our strategy sets out our priorities for addressing drug misuse and how we intend to coordinate and deliver them, with a summary of key areas set out below. The complete list of strategic priorities is included in the strategy technical document

5.2 ACTION ON DRUGS: PREVENTION AND BEHAVIOUR CHANGE SUMMARY

5.2.1 We will support people to make healthy lifestyle choices by providing targeted communication and community education including information about the support services available alongside targeted support for those who are at risk

5.2.2 We will ensure that our drug information and prevention activity is integrated within our broader health promotion and prevention programmes, to ensure that we offer helpful and accessible information consistently across agencies, and that front-line staff in all relevant settings have the right skills and knowledge to provide information and support, including regarding mental health and wellbeing

5.2.3 We will work across the Partnership to develop services that address the wider social determinants of health and wellbeing, such as access to accommodation, employment support, economic wellbeing, educational achievement

5.2.4 We will work in partnership with schools to provide good quality drug education through Social and Emotional Aspects of Learning (SEAL), Personal Social Health Education (PSHE) and pastoral care

5.2.5 We will combine universal prevention activity through schools with a commitment to intervening early, offering targeted support to vulnerable groups of young people at increased risk of substance misuse to prevent this or when problems first arise. We will ensure rapid access to intensive specialist support for those young people whose substance misuse is already starting to cause harm and devise locally delivered multi agency packages of care

5.3 ACTION ON DRUGS: TREATMENT SUMMARY

5.3.1 During 2011/12, we will complete a redesign of treatment services in the borough. The redesign will help us to develop our model for drug treatment in a way that fits with the current and future need of our population, and the evidence available on what works well, and will inform our commissioning intentions for 2012/13 and beyond. We intend that the redesign will help us to simplify access arrangements, strengthen the importance of service user involvement and work across the system to develop a “whole systems” approach. Such an approach entails all providers working together to provide a seamless approach to support for service users

5.3.2 We will work across the Partnership to develop and implement our vision for a recovery orientated treatment service, helping adults who are addicted or dependent to recover, by enabling, empowering and supporting them to progress along a journey of sustainable

improvement to their health, well-being and independence, and focussing support for them to secure accommodation, education and employment, and to re-connect with their local communities

5.3.3 We will support our adult treatment and children's services to improve their response to the needs of children of drug misusers. We will embed good practice and develop a protocol between children's services (including safeguarding) and treatment providers, train workers and support staff to identify and respond to drug using parents and their children

5.3.4 We will target treatment naïve drug misusers and those who have disengaged with treatment, in order to motivate them towards (re) engaging in treatment and progress towards recovery

5.3.5 As with alcohol, our approach will combine universal prevention activity through schools and youth services with a commitment to intervening early, offering targeted support to vulnerable groups of young people at increased risk of substance misuse to prevent this or when problems first arise

5.3.6 As with alcohol, we will implement a new treatment model for young people which will devolve responsibility for lower level and threshold services to generic front line youth services. The new model will demand clarity around care pathways into, and interface with more specialist support and treatment services, information sharing and workforce development

5.3.7 As with alcohol, we will ensure there is rapid access to intensive specialist support for those young people whose substance misuse is already starting to cause harm and for the most vulnerable young people, this will include locally delivered multi-agency packages of care with the aim of preventing escalation

5.3.8 As with alcohol, we will ensure that family based interventions are integral to treatment provision

5.4 ACTION ON DRUGS: ENFORCEMENT SUMMARY

5.4.1 We will disrupt the supply of drugs through effective enforcement, including investment in primary policing enforcement via the 'dealer-a-day' initiative to target drug dealers in the borough, and the coordination of a dedicated drug task force which will focus solely on addressing drug related crime and anti-social behaviour

5.4.2 We will implement a results-focused Integrated Offender Management (IOM) programme to ensure drug misusing offenders receive a holistic support package aimed at stopping offending and drug dependence

5.4.3 We will work alongside community groups such as Communities Against Drugs & Alcohol Abuse to support them in providing an impetus for sustained, coordinated action aimed at reducing drug related crime and strengthening community resilience

5.4.4 We will respond to, and reduce, community concerns about drug use and drug dealing through on-going dialogue and effective communication of successful operations to the public

5.5 DRUGS: HOW WE WILL MEASURE OUR SUCCESS

5.5.1 We will measure our success against our commitments as detailed above, and in the full Substance Misuse Strategy – drugs chapter, by publishing our performance against the outcome indicators below:

- We will increase the number of drug users entering, engaging with and completing treatment
- We will reduce the impact of drug related crime and anti-social behaviour as measured by the perception of our local communities
- We will continue to demonstrate our successes in restricting the drugs trade through our "Dealer a Day" initiative.

UNDERPINNING THE FOUNDATIONS OF THE SUBSTANCE MISUSE STRATEGY



6.1 We believe it is critical to the effectiveness of this strategy to have firm foundations to underpin the three pillars. To this end, we wish to improve our understanding of the needs of our local population in the context of new emergent trends in drug and alcohol use, and to ensure that our treatment system leads to effective outcomes for the whole community

6.2 USE OF DATA, INTELLIGENCE AND SURVEILLANCE

6.2.1 We wish to understand the impact on our population of the use of new drugs such as “legal highs”, steroids, and over the counter and prescribed medicines, and will ensure that these areas are considered in future needs assessments

6.2.2 We wish to develop our understanding of drug markets, distribution and trafficking, to inform our approach to enforcement and community development

6.2.3 We wish to benchmark our treatment outcomes data against other boroughs, to measure how effective our services are, and to help us to further improve them

6.2.4 We wish to ensure that our services and interventions are meeting the needs of the entire Tower Hamlets community, regardless of age, disability, gender assignment, marriage or civil partnership, pregnancy or maternity, race, religion and belief, sex, and sexual orientation, and will therefore work with our commissioned providers to monitor equity of access through audit



6.2.5 We wish to ensure that we have robust mechanisms in place to monitor drug-related deaths, and where appropriate to investigate contributory factors, and learn from them

6.2.6 We intend to ensure that our analysis of need and demand is carried out in a structured and ongoing manner, informed by and in the context of our Partnership Joint Strategic Needs Assessment

6.3 GOVERNANCE

6.3.1 We will keep under review the Partnership governance arrangements for drug and alcohol planning and delivery, to ensure that they are robust and have the capacity and capability to deliver this strategy

6.3.2 We believe that service users and carers have a uniquely valuable contribution to make in the development, improvement and monitoring of services. We will, therefore, further develop mechanisms for effective service user engagement, including developing and implementing a Service User and Carer Charter and supporting the development of peer support/mentors and service user recovery champions. We will also ensure that support is available for carers or significant others who are affected by someone else's drug or alcohol misuse

6.3.3 The Drug and Alcohol Action Team Board will oversee the implementation of the strategy. As drug and alcohol misuse affects many of the Partnership's strategic priority areas, reports on progress will also be provided for other relevant boards

such as the 'Safe and Cohesive', 'Healthy Communities' and Health and Wellbeing Boards as appropriate

6.3.4 Responsibility for developing and implementing the children and young people's substance misuse plan lies with Tower Hamlets Children and Families Trust; representatives of which attend the DAAT board

6.3.5 We will strengthen our cross partnership work by designating within each organisation a senior champion to own, and contribute to the effective delivery of this strategy


NEXT STEPS



7.1 Our strategy has been developed through an analysis of local need, a review of the evidence base for effective intervention, and by listening to the views of local stakeholders. We are committed to ongoing consultation with stakeholders, including service users, the public, children and young people, professionals and community representatives, to further refine our vision and associated actions for the three years ahead

7.2 We recognise and value the expertise and interest among partners in tackling substance misuse in Tower Hamlets. We intend to develop the Strategy's action plan in close collaboration with them through a time limited steering group



Cabinet 5 November 2014	
Report of: Stephen Halsey, Head of Paid Service	Classification: Unrestricted
Tower Hamlets Fairness Commission: One year on	

Lead Member	Mayor Lutfur Rahman
Originating Officer(s)	Ellie Kuper Thomas, Senior Strategy, Policy and Performance Officer (0363) / Louise Russell, Service Head for Corporate Strategy and Equality (3267)
Wards affected	All wards
Community Plan Theme	One Tower Hamlets
Key Decision?	Yes

Executive Summary:

This report provides an update on the activity and impact of the Tower Hamlets Fairness Commission; one year on from the publication of their report: "Tower Hamlets, Time to Act".

Attached is a report from the Tower Hamlets Fairness Commissioners (Appendix 2) outlining their reflections on the impact of the report.

Recommendations:

The Mayor in Cabinet is recommended to:

- Note this report, the monitoring grid in Appendix 1 and the Commissioner Report in Appendix 2.
- Agree the recommendation in section 3.5.1 that the research and themes collected and developed through the Fairness Commission are incorporated into the Community Plan refresh.

1. REASONS FOR THE DECISIONS

- 1.1 The Tower Hamlets Fairness Commission was established in 2012 and published their report “Time to Act” in September 2013. In November the Fairness Commission held an Action Day for services and partners to develop actions in response to the recommendations. At the “Action Day” the Council agreed to produce a ‘one year on’ report in November 2014 which will provide an update on the progress made in delivering against the recommendations. This report provides the ‘one year on’ update and suggests that the research and themes collected and developed through the Fairness Commission are incorporated into the Community Plan refresh.

2. ALTERNATIVE OPTIONS

- 2.1 Cabinet could decide not to incorporate the research and themes collected and developed through the Fairness Commission into the Community Plan refresh. However this course of action is not recommended as this would mean losing the depth of understanding gathered through the Commission’s year long process of community engagement and would not maximise the benefit of the Fairness Commission for the Council or local community.

3. DETAILS OF REPORT

4. BACKGROUND

4.1. The Fairness Commission Process:

The Mayor launched the Tower Hamlets Fairness Commission in November 2012. The Commission was established to address issues of inequality and fairness within an environment of diminishing public sector resources, and make recommendations on how the Council and local partners could work together to continue to reduce inequality.

The Commission, made up of a Chair and thirteen independent commissioners from a range of backgrounds, including community and religious organisations, policy research, business and education institutions. Their work was supported by the Corporate Strategy, Policy and Performance Team in the Council and informed by research undertaken by the Corporate Strategy and Equality Team in the Council and researchers at Toynbee Hall.

During their yearlong programme of engagement and development, the Tower Hamlets Fairness Commission held three formal day long public meetings, considering issues and ideas in relation to housing, poverty income and business, and safety nets for vulnerable people. They also undertook a range of resident engagement activities, visits to partner organisations and meetings with policy experts.

4.2. The Report:

The Fairness Commission published their report “Tower Hamlets – Time to Act” at the end of September 2013. The report made 16 recommendations relating to three key themes; money and financial inclusion, employment and housing. These recommendations were addressed to four audiences: national government; the council and local public sector; businesses and; the voluntary and community sector.

The report is available on the Council’s website at www.towerhamlets.gov.uk/fairness

4.3. Actions in response to the recommendations:

The Commission’s report was focused on prompting actions from the Council and other partners in the borough. Between October 2013 and April 2014, the Council worked with partners across the borough to develop a series of actions in response to the report.

4.3.1. The Launch:

At the report launch event, key partners responded to the Commission’s call to action by endorsing the report and committing to taking key elements forward:

- The Mayor welcomed the Commission’s recommendations around housing, employment and childcare.
- Barclays Bank, agreed to work with partners to increase the number of aspirational work experience places for young people in the borough, to support the growth of the Credit Union, and to investigate models of investment in affordable housing.
- London Councils endorsed the report’s recommendations, especially on employment services and committed to supporting the Council in further developing these recommendations into action.
- Citizens UK and the Tower Hamlets Council for Voluntary Services endorsed the report’s recommendations. Citizens UK indicated that key areas of focus for Tower Hamlets London Citizens would be in areas identified in the Commission’s report, including improving affordable rent and standards in the private sector, as well as endorsing the further take up of London Living Wage.

4.3.2. The Fairness Commission Action Day:

Following the report launch, the Commissioners hosted an ‘action day’ in November 2013 designed to turn the recommendations into actions. The event, held at Toynbee Hall, involved over 80 participants including Cabinet members, officers from the council and its partners, representatives from the

London Assembly, London Councils, think tanks, community and voluntary sector organisations and business.

Following the action day, the ideas and actions generated were further worked up by the Corporate Strategy and Equality Service working closely with senior managers from the Council, including the Corporate Management Team, and with other organisations who had agreed to lead on key actions. These organisations include the GLA's Housing Committee; the Church of England; the Financially Inclusive Tower Hamlets Network; Barclays; the Tower Hamlets Housing Forum; the London Community Credit Union; the Unite Union and the Tower Hamlets Partnership Executive.

At the Action Day the Council agreed to produce a 'one year on' report in November 2014 which will provide an update on the progress made in delivering against the recommendations. A group of commissioners also agreed to continue to support the delivery of the recommendations.

4.3.3. Cabinet Report:

In April 2014, following the commitments made at the launch and developed through the action day. Tower Hamlets Cabinet agreed the "Response to the recommendations of the Tower Hamlets Fairness Commission" which outlined 39 specific actions the Council and partners agreed to undertake in response to the recommendations in the report.

A copy of the Cabinet report is available on the Council's website at <http://modern.gov.towerhamlets.gov.uk/documents/s55578/10.1%20Fairness%20Commission%20Cabinet%20Report.pdf>

4.3.4. The 2014 Mayoral Election:

During the local Mayoral Election Campaign the key themes and recommendations of the Fairness Commission helped to inform the policy debates and discussions. Some of the recommendations were reflected in manifestos and at the biggest election hustings, hosted by London Citizens, the candidates were asked to respond to a series of community requests, some of which reflected the Fairness Commission recommendations.

Lutfur Rahman was re-elected as Mayor of Tower Hamlets on the 22nd of May. The manifesto on which he was elected contained an agreement to progress some of the key recommendations of the Fairness Commission. These include the commitment to the create a Landlord Registration Scheme, an Integrated Employment Service and Hub, a Healthy High Streets Policy, Provide specialist support to residents affected by Welfare Reform and to support the development a London Living Rent Scheme.

4.4. Outcomes and Impact:

In the following months, the Council and partners have made significant progress in delivering the actions outlined in the report. Notable progress has been made in delivering several of the recommendations, including:

- Recommendation 2: “Tower Hamlets becomes an online borough” , towards which the Council and Partners are delivering events for UK Go Online week for the first time, alongside the creation of a Partnership Strategy and Action Plan.
- Recommendation 8: “Reimagine local employment services so they work better for local people and businesses”, towards which the Council has reached agreement with Job Centre Plus on a Memorandum of Understanding and is developing a shared system for supporting residents into employment and monitoring their progress.
- Recommendation 16: “That the standard of private rented accommodation is improved, and tenants better protected, through a landlord licensing scheme for Tower Hamlets”, towards which Cabinet agreed in September to develop the evidence base required to implement the scheme.

Council officers and partners have been aided by the continued support of the Commissioners, who have met twice to consider progress, ensure the actions meet the expectation of the recommendations and to use their networks and links to help delivery beyond the Council.

Appendix 1 provides a full update on the progress made towards meeting the each of the actions outlined in the April Cabinet Report.

The Commissioners have also drafted a ‘one year on report’, in which they report back on the progress they have seen, on both a national and local level, to address the concerns and recommendations in the report; as well as to press for further action in some areas. This is attached as Appendix 2.

4.4.1. Equalities monitoring:

The recommendations of the Fairness Commission cover a broad range of actions, many of which were focused on medium and long term improvements for residents in the borough. Therefore developing a detailed and comprehensive understanding of the equalities impact of the report and resulting actions is not practical. However many of the resulting actions, including the landlord registration scheme, the Healthy High Streets Policy, and the Digital Inclusion Strategy, will require equality impact assessments at the decision making stage. This will provide residents and stakeholders the ability to monitor how these actions will impact particular groups. In addition many of the actions prompted by the report will undertake ongoing monitoring of their uptake by equalities group, including the energy co-op; the work experience placements and the integrated employment service.

Finally, through the strategic plan and strategic measures set, many of which are also measured across equalities characteristics, we will be able to build a picture of the impact the report has had in the borough.

4.5. Where Next?

The Fairness Commission was always designed to be a time limited process and with the delivery of the 'one year on report', the role of the Fairness Commission has reached its natural conclusion. However the information, research and understanding gathered through the process, as well as the themes and ambition formulated by the Commission still has an ongoing role to play in the Council.

4.5.1. The Strategic Plan and Community Plan:

The actions agreed in the April Cabinet Report have already been embedded into the Council's annual Strategic Plan. The Strategic Plan, together with the progress made in meeting the Mayor's Manifesto are monitored on a quarterly basis, ensuring that residents and stakeholders can continue to see the progress made towards the Commission's recommendations.

It is suggested that the Community Plan Refresh, currently being undertaken, should use the learning and research developed through the commission and that some of the themes of the commission – around fairness; creating new partnerships; and harnessing growth for the benefit of all, can inform the emerging Community Plan Themes.

4.5.2. Ongoing projects:

The April Cabinet paper formed the Council and Partners' formal response to the Fairness Commission's report and outlined the key actions it would undertake. However since the report was agreed, there have been several projects which have emerged which support the aims and recommendations of the Fairness Commission's report. These include the creation of a Community Interest Company to provide cheaper energy to residents through installing solar panels; the new employment support to be provided to residents impacted by welfare reform and the development of a council run Child-minding Agency.

In addition, the April Cabinet paper committed to building better relationships with businesses and their Corporate Social Responsibility (CSR) activities and programmes, in order to respond the Commission's recommendation to widen and reshape the partnerships in the borough. The report committed the Council to producing a comprehensive needs assessment of the borough and mapping current CSR activity against need. The mapping is currently being undertaken and the needs assessment will work with the Business Charter and the work around promoting apprenticeships to form a new platform of engagement with local businesses.

5. COMMENTS OF THE CHIEF FINANCE OFFICER

5.1. There are no financial commitments arising from the recommendations within this report.

6. LEGALCOMMENTS

6.1. It is proposed that the themes collected and developed by the Fairness Commission be incorporated in the Council's Community Plan, which contains the Council's sustainable community strategy within the meaning of section 4 of the Local Government Act 2000. The purpose of such a strategy is to promote or improve the economic, social and environmental well-being of Tower Hamlets and to contribute to the achievement of sustainable development in the United Kingdom. The themes developed by the Fairness Commission would appear to be capable of incorporation into this plan.

6.2. The Deregulation Bill, which is being considered by Parliament, proposes to remove the obligation on local authorities to prepare sustainable community strategies. It will do that by deleting section 4 from the Local Government Act 2000. The deletion of the obligation will not have the effect that the Council is prevented from having a strategy for the purposes previously served by a sustainable community strategy, but it will make such a strategy discretionary. There may be good reasons, having regard to the Council's statutory functions, why the Council may choose to continue to have a Community Plan which sets the overall objectives for the Tower Hamlets Partnership.

6.3. The Council is subject to the public sector equality duty under the Equality Act 2010, which requires it to have due regard to the following matters in the exercise of its functions: (1) the need to eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Act; (2) the need to advance equality of opportunity between persons who share a relevant protected characteristic (RPC) and those who don't; and (3) the need to foster good relations between persons who share an RPC and those who don't. The Council should consider these matters in the development of the Community Plan and some form of equality analysis should be carried out to support such consideration. The work of the Fairness Commission may inform that analysis.

7. ONE TOWER HAMLETS CONSIDERATIONS

7.1. The Tower Hamlets Fairness Commission was charged with examining the potential impact of public sector austerity on inequality in the borough and assess how best the Council and its local partners can marshal resources to prevent existing inequality from being exacerbated. This report provides an update on the progress made in implementing the recommendations of the Fairness Commission and highlights that much positive progress has been made on actions which are designed to reduce inequality. In addition the report recommends that the research and themes developed through the Fairness Commission are fed into the Community Plan refresh which will continue

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

8.1. This report provides an update on the progress made in implementing the recommendations of the Fairness Commission. Some of the recommendations have positive environmental impacts, especially action 1.3 (Appendix 1) which will provide energy efficiency advice to vulnerable residents and explore the possibility of installing photovoltaic panels on roofs through a third party funding scheme.

9. RISK MANAGEMENT IMPLICATIONS

9.1. This report provides an update on the progress made in implementing the recommendations of the Fairness Commission and mitigates the risk that the recommendations would not be implemented. In addition each of the individual actions in Appendix 1 have been or will be subject to their own decision which will highlight any risks and mitigation.

10. CRIME AND DISORDER REDUCTION IMPLICATIONS

10.1. This report has no implications for crime reduction.

11. EFFICIENCY STATEMENT

11.1. This report recommends that the research and themes collected and developed through the Fairness Commission are incorporated into the Community Plan refresh, thereby ensuring that the impact of the research and learning is ongoing, ensuring efficiency.

Linked Reports, Appendices and Background Documents

Linked Report

- Response to the Recommendations of the Fairness Commission, Cabinet April 2014
<http://modern.gov.towerhamlets.gov.uk/documents/s55578/10.1%20Fairness%20Commission%20Cabinet%20Report.pdf>

Appendices

- Appendix 1: Monitoring grid
- Appendix 2: Commissioner Report

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

- NONE

Officer contact details for documents:

- N/A

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Responses to the recommendations Tower Hamlets Fairness Commission – One Year On

MONEY / JOBS / HOUSING				
Action	Lead organisations & key stakeholders	Activity Agreed in April 2014 Cabinet	One Year On:	
Recommendation 1: That the poverty premium be eradicated in Tower Hamlets				
1.1	A national campaign on energy tariffs and punitive payment methods.	Transact Network (which includes local third sector organisations)	<ul style="list-style-type: none"> - Toynbee Hall are recruiting an intern to work with Transact Network specifically on energy policy and to initiate this campaign. - Research to develop evidence base, campaign messages and coalition of support. - Lobbying energy companies to eliminate the premium paid by those who don't pay by direct debit and enforce existing legislation. - Work with housing providers to ensure default utility company offers best deal. - Support people to access best tariff for them. 	Research on the poverty premium launched on May 2014.
1.2	A local campaign supporting residents to 'don't pay more' for goods and services.	Financially Inclusive Tower Hamlets (FITH) network (co-chaired by Council and Toynbee Hall)	<ul style="list-style-type: none"> - Develop this research into a campaign which promotes lowest cost options for local goods and services, promotes transparency of costs and encourages residents to make informed decisions about what they buy. - Establish single website for all information on local money saving ideas and financial inclusion. 	In May 2014, the Financially Inclusive Tower Hamlets website was launched: www.fith.org.uk
1.3	Use the Tower Hamlets Energy Cooperative to get the lowest energy tariffs for residents, including those on pre-paid meters and support residents to manage their energy use.	Tower Hamlets Energy Cooperative (includes council and housing partners)	<p>Continue to undertake regular energy auctions, including for those on prepaid energy meters, to encourage movement to billed energy tariffs or a reduced prepaid tariff. We provide residents on prepaid meters with energy monitors to enable control over the cost of energy. Over 75s are specifically targeted for energy advice.</p> <p>Key Next Steps:</p>	<p>This work is currently undertaken by the Sustainability Service in D&R.</p> <p>Four energy auctions have been held so far with a household savings of £150 per annum and the next auctions planned for October 2014 and February 2015.</p> <p>Following a delay in purchasing energy monitors for the home energy advice</p>

			<ul style="list-style-type: none"> - Next energy auctions to be held in June and November 2014 - May 2014 Launch of in house borough-wide home energy advice - May 2014 Launch of Green Energy Doctor Scheme to help vulnerable residents reduce energy use - June 2014 Launch of an Energy Monitoring Scheme for high-use energy users 	<p>the programme is being launched at the end of September.</p> <p>The Green Energy Doctor Scheme is now timed to coincide with the GLA and Health funded community emissions reduction project. The Health Sector funding will train front line health staff to identify and advise vulnerable households. The Green Energy Doctor Scheme will provide extra support to the most vulnerable households. The scheme will be launched as part of a keep warm keep well in winter campaign in October 2014.</p> <p>A new project is being developed to install photovoltaic panels on roofs through a third party funding scheme. A paper going to Cabinet by the end of 2014.</p>
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Recommendation 2: Tower Hamlets becomes an online borough				
2.1	Undertake research and analysis of digital exclusion in Tower Hamlets.	Welfare reform task group partners	<p>In addition to national research by the Tinder Foundation and Carnegie, a number of local housing and voluntary sector organisations, including Toynbee Hall, are carrying out research to understand digital exclusion locally. This will be extended to provide a robust evidence base on the causes of digital exclusion and develop policy solutions.</p> <p>Key Next Steps:</p> <ul style="list-style-type: none"> - Digital Exclusion Strategy to be developed by the Welfare Reform Task Group by December 2014 	<p>An evidence base and research paper were written in June to inform a half day workshop to discuss how to improve digital inclusion in the borough.</p> <p>The workshop was led by the Corporate Strategy and Equalities Team, Financial Inclusion Lead and Idea Stores. A range of services and organisations, including Schools, Children’s Centres, Housing Providers, GPs, Public Health, Advice Agencies, Employment Agencies, JCP, Agilisys, Idea Stores, the Benefits Service and Economic</p>

				<p>Development attended the session.</p> <p>The workshop focussed on gaining an understanding of who in the borough is digitally excluded, what work is already happening to increase inclusion (to provide access, increase skills and help to motivate residents) and what more the partnership could do.</p> <p>The workshop and resulting mapping and actions will feed into the creation of the partnership Digital Inclusion Strategy and Action Plan.</p>
2.2	Increase internet connectivity on housing estates and in public spaces, through commercial and/or public sector partnership.	Economic Development Team	<p>Pursue a commercial partnership for the provision of time limited free wi-fi in some public areas of the borough and use income generated from this scheme to reinvest in digital inclusion programmes.</p> <p>Key Next Steps:</p> <ul style="list-style-type: none"> - Initiate a procurement exercise to identify a commercial partner to provide free wi-fi access in specific areas by June 2014. 	<p>The procurement process has started through market research and creation of a developed procurement brief.</p> <p>Cabinet in November are being asked to approve to start the procurement process.</p>
2.3	Develop and promote a package to support people to access the internet.	Council with housing associations, Job Centre Plus and local community and voluntary sector organisations.	<p>Provide a programme of support for vulnerable people who need additional support to access job search, banking and benefit applications websites. This could include skills training, access to hardware and to the internet.</p> <p>Key Next Steps:</p>	<p>Ideas for types of the support required (to provide access, increase skills and help to motivate residents) have been generated through the workshop and will be developed into an action plan as part of the Digital Exclusion Strategy.</p> <p>In advance of the action plan, the Council</p>

			<ul style="list-style-type: none"> - After the development of the Digital Exclusion Strategy and drawing on income from commercial wifi partnership, develop a programme of support. 	<p>and Partners marked UK Online Week 2014 (13th – 19th of October) through a range of activities, launched in Idea Store Whitechapel and with a large centre piece in East End Life to promote digital participation and where to find support to go online.</p>
<p>Recommendation 3: That Government gives local authorities greater power to limit “unhealthy” businesses (that is those businesses which are detrimental to the wellbeing of communities, for example money lending shops, betting shops and fried chicken shops)</p>				
3.1	Mitigate the impact of business which are detrimental to the wellbeing of local communities in the development of council town centre policies.	Council	<p>Develop a Council policy statement on reducing the impact of those businesses which are detrimental to the wellbeing of local communities and promote healthy, thriving high streets.</p> <p>Key Next Steps:</p> <ul style="list-style-type: none"> - Officers from Public Health, Economic Development and Licensing Services to develop a policy statement on reducing the impact of those businesses which are detrimental to the wellbeing of local communities and promote healthy, thriving high streets, by December 2014 	<p>Meeting held in May 2014 to discuss how to map and co-ordinate current activity, the scope of a policy paper, and opportunities for further leverage and piloting.</p> <p>Agreement to develop a statement/vision for High Streets which will be discussed by Cabinet in early 2015 and to investigate the possibility of piloting the work in one specific location.</p> <p>Funding opportunities through regional grants are being explored to support the pilot.</p>
3.2	Work with London Councils to develop a regional saturation policy approach for gambling outlets, to create a separate Use Class for them, and reduce the impact of	Council with London Councils	<p>Support London Councils to lobby for gambling outlets to have their own use class through the joint submission under the Sustainable Communities Act, as submitted in February 2014 and awaiting ruling by the Secretary of State.</p>	<p>Following the submission, a supporting letter was sent to the Secretary of State by Cllr Rabina Khan in April 2014.</p> <p>On the 30th of April, the Government announced it will consult on proposals for a smaller planning use class containing betting shops. This smaller use class will mean that</p>

	fixed odds betting terminals.			<p>in future where it is proposed to convert a bank, building society or estate agents into a betting shop it would require a planning application.</p> <p>In July, the Government launched the Consultation, which also extends the proposals to pay day loan companies.</p> <p>The Council has responded positively to these proposals in the consultation.</p>
3.3	Ban advertising of businesses which are detrimental to the wellbeing of communities on council owned assets	Council	<p>Ban advertising of businesses which are detrimental to the wellbeing of communities on outdoor advertising space owned by the Council.</p> <p>Key Next Steps:</p> <ul style="list-style-type: none"> - Review each advertising contracts as it is renewed to incorporate measures to prevent advertising by businesses which are detrimental to the wellbeing of communities 	<p>In May 2014, the legal team confirmed that this is possible but the Council would need to build in a new clause to contracts to state that we will review all advertising in advance. This will only be possible in new contracts, the first of which is in 2015.</p>
Recommendation 4: That Government and the financial services sector should support the development of the credit union sector				
4.1	Create a Community Banking Partnership for Tower Hamlets to ensure access to and availability	Barclays and other banks, CDFIs and London Community Credit Union.	Establish a Community Banking Partnership to improve banking standards for people on low incomes and improve referral processes between partners so no customer is ever refused banking services through	Plans are being developed which include LCCU, FITH, the Church Credit Champions Network and Barclays to support LCCU's development.

	of range of 'good' financial products.		fundraising by Toynbee Hall as part of the FITH partnership.	
4.2	Increase capacity, including the development of new products, in the local credit union and community banking sector.	Barclays with London Community Credit Union and the Church of England.	Barclays to provide a programme of specialist business support to the credit union.	<p>This support has started and Barclays will assist the LCCU to draw up their Business Plan which the Credit Union will share with the Council, Toynbee and Fair Finance (Church of England programme) in early summer.</p> <p>In addition, In May, Barclays announced a new £1m fund for credit unions. The fund will provide vital investment for the sector to aid growth and expansion, and so help more people gain access to affordable credit</p>
4.3	Support the growth of London Community Credit Union through investment	Council	Subscribe to an issue of deferred shares in London Community Credit Union	Council Corporate Finance Officers are exploring the mechanism and are in discussions with the Credit Union about their preferred investment model.
4.4	Grow membership of London Community Credit Union	London Community Credit Union with employers	<p>Promote employee payroll savings schemes to large employers in the borough, especially health and housing partners, to offer their employees the opportunity to save through payroll and borrow from the credit union.</p> <p>Key Next Steps:</p> <ul style="list-style-type: none"> - Credit Union to present to the Health and Wellbeing Board, Tower Hamlets Housing Forum, and Head Teachers Consultative. 	<p>The Credit Union has been promoted to Council Staff through the internal staff e-zine and at the Senior Managers Development Conference.</p> <p>A programme of events is being developed with the Credit Union.</p>
Recommendation 5: A local and national campaign to raise awareness of the impact of high cost credit, promoting alternatives				
5.1	A local public awareness	Council, FITH	Run a local communications campaign to raise	This was produced in the 14 th April

	campaign, mobilising public against high-cost credit and promoting low-cost alternatives.	network, faith organisations, CDFIs and the Tower Hamlets Housing Forum	<p>awareness of the impact of high cost credit and promote affordable alternatives.</p> <p>Key Next Step:</p> <ul style="list-style-type: none"> - By end of April 2014 produce a supplement to be distributed through East End Life and via other local networks to provide information on a range of financial inclusion issues including access to affordable, budgeting and debt advice. 	2014 Edition of East End Life. It is available online on the FITH website .
Recommendation 6: Develop a holistic response to residents affected by welfare reform				
6.1	Deliver a partnership wide programme of information and awareness raising around welfare reform	Council	<p>The welfare reform task group will develop a programme of awareness raising activity for 2014.</p> <p>Key Next Steps:</p> <ul style="list-style-type: none"> - Programme of awareness raising activity to be finalised by April 2014 	The Centre for Social Inclusion was been commissioned by the Council to suggest options for how the Council and partners can continue to support residents through welfare reform. Their report included recommendations around further communication activity. The report and accompanying action plan were agreed by Cabinet in October.
6.2	Increase supply of specialist welfare benefits advice provision in the borough to support residents affected by changes in welfare benefits.	Council	<p>Commission additional welfare benefits advice casework provision in the borough for an 18 month period and develop a pro-bono and paralegal apprenticeship project to increase capacity in the advice sector through paralegal apprenticeship placements in local advice agencies.</p> <p>Key Next Steps:</p> <ul style="list-style-type: none"> - Commissioning process for additional casework and 	The additional case work and paralegal apprenticeship scheme has been commissioned and started to provide services in June located in five sites in the borough.

			paralegal apprenticeship scheme to be completed by April 2014	
6.3	Explore the opportunities for developing a Local Support Services Framework in Tower Hamlets	Council with Jobcentre Plus	<p>Explore options for creation of a framework for supporting residents with the introduction of universal credit, particularly the digital by default agenda, and ensure sufficient support for vulnerable residents affected by welfare reform.</p> <p>Key Next Steps:</p> <ul style="list-style-type: none"> - Develop proposals for consideration by the Executive, subject to the Department for Work and Pensions deadlines. 	The Centre for Social Inclusion was been commissioned by the Council to suggest options for how the Council and partners can continue to support residents through welfare reform. Their report included recommendations around the Local support Framework. The report and accompanying action plan were agreed by Cabinet in October.
MONEY / JOBS / HOUSING				
Action		Lead organisations & key stakeholders	Activity Agreed in April 2014 Cabinet	
Recommendation 7: That all schools offer a wide curriculum and provide aspirational opportunities to students (see also Rec. 9)				
7.1	Promote local role models through regular speaker visits to schools	Tower Hamlets Education Business Partnership (EBP) and the council.	EBP to launch their 'Ambassadors' programme through which they will recruit a bank of local people who have been through work experience in the borough and are now successfully employed or running their own businesses, and promote to schools.	The EBP are building a pupil alumni network to track of ex-students and their destinations beyond school. The first stage of this is to secure all the pupil data from schools and as the network grows, members of the network will be encouraged to visit schools and encourage pupils to consider careers in the areas they work in.
7.2	Increase and improve the labour market information provided to young people, schools and parents, focusing on growth areas.	Council with schools and employers.	<p>Careers Service and Economic Development to collate labour market information and translate into a useful resource for young people and their parents and teachers.</p> <p>Key Next Steps:</p>	<p>The first Labour Market Information briefing for young people, their parents and teachers will be produced in October 2014. This will include:</p> <ul style="list-style-type: none"> - An overview for young people and their

			<ul style="list-style-type: none"> - Produce first briefing for schools by October 2014 	<p>parents</p> <ul style="list-style-type: none"> - An overview for teachers - A presentation pack for use by teachers and Careers advisers. <p>Alongside these products the Careers Service and Economic Development team are starting to develop occupationally specific Labour Market Information briefings (eg: Careers in IT) and subject specific briefings (e.g. Careers using Science, Technology and Maths subjects) .</p>
7.3	Run a programme of events which engage parents and foster carers in encouraging aspirational educational and employment opportunities for their children.	Council with the Education Business Partnership and schools.	<p>Parent and Family Support Service coordinate a programme of interactive workshops with parents, bringing in inspiring speakers (identified by the Careers Service and Education Business Partnership) to promote opportunities for young people in growth areas of labour market. This will include work with primary schools, closely linked to the Passport to Learning programme.</p> <p>Key Next Steps:</p> <ul style="list-style-type: none"> - Secure funding to support this programme with a view to commencing delivery by September 2014 	Funding for this work has been secured and planning is taking place to deliver the programme by March 2015.
Recommendation 8: Reimagine local employment services so they work better for local people and businesses				
8.1	Develop a 'Business Charter' for Tower Hamlets through which local businesses commit	Council with local businesses and business forums.	Develop a 'Business Charter' for local businesses which makes public their commitment to Buy Local, Employ local and Support local'. Launch and publicise through a communications campaign and recruit a number of	Discussions are underway with businesses to form steering group of "Charter Champions" to develop detail of Business Charter and promote take-up among networks

	to 'buy local, employ local and support local'		<p>businesses to act as early adopters/champions.</p> <p>Key Next Steps:</p> <ul style="list-style-type: none"> - Engage with businesses and explore funding opportunities to support development, publicity and dissemination of the Charter' 	<p>Announcement of Charter Champions is planned for Mayor's Business Forum event in late 2014</p> <p>Full launch of Business Charter to take place in early 2015 for 15/16 as first full year of operation</p>
8.2	Create new internal partnership arrangement based on broad SLA with key partners including Job Centre Plus and other Economic Taskforce members	Council with Job Centre Plus and employment service partners	<p>Agree a Memorandum of Understanding between the Council, Job Centre Plus and employment support providers to integrate support services through information sharing and enhanced collaboration.</p> <p>Key Next Steps:</p> <ul style="list-style-type: none"> - Memorandum of Understanding to be agreed by Council, Job Centre Plus and Employment Taskforce members by November 2014 	A draft Memorandum of Understanding has been agreed by the Council and JCP. This will be signed by the Mayor and a senior JCP representative, by the end of 2014.
8.3	Develop a new centre offering a full range of integrated employment support services in one accessible community venue.	Council with JCP and third sector providers.	<p>A two phase programme of work to establish fully integrated and accessible employment support services from which a range of services can be delivered, using co-production approaches to ensure delivery meets needs of job seekers.</p> <p>Phase One would involve Council/JCP staff re-locating to an accessible community venue from where a range of services could be delivered.</p> <p>Phase Two would involve design of a dedicated employment support facility possibly in the borough's new civic centre with fully integrated team and access to co-located benefits, housing and social care advice and support.</p>	<p>The details of the integrated system are being developed.</p> <p>Agreement has been reached to provide employment services with the Idea Stores and Children's Centres, and discussions are underway to finalise the practicalities.</p> <p>Services will begin to be provided by early 2015.</p>

			<p>Key Next Steps:</p> <ul style="list-style-type: none"> - Phase One to commence by November 2014 - Identify possible sources of funding for Phase Two. 	
8.4	Establish a commercial recruitment agency for Tower Hamlets.	Council with partners, including Barts Health and Barclays	<p>Develop proposals for investment in an arm's length social enterprise recruitment agency to secure employment for local people.</p> <p>Key Next Steps:</p> <ul style="list-style-type: none"> - Proposals to be developed for consideration by the Executive by September 2014. 	An early identification of business partners has been undertaken, however financial and legal concerns are still being addressed.
8.5	Create a union of jobseekers or 'jobseekers alliance' to better understand needs and hold providers to account.	Unite the Union	Continue to support a group of local unemployed people who have already been involved in campaigning activity to influence the delivery of employment support programmes and develop a peer support programme for people affected by benefit sanctions.	The group is continuing to meet and is making links with the Tower Hamlets Community Advice Network.
Recommendation 9: That local businesses effect a step change in their engagement with local people, guaranteeing to provide 25% of work experience placements every year and increasing local employment opportunities				
9.1	Develop a clear and high quality standard for work experience for young people in school for employers to sign up to.	Tower Hamlets Education Business Partnership with the Council	Working closely with the Council's Learning and Achievement Service, the Education Business Partnership will develop a quality standard for work experience which ensures placements are meaningful and contribute to employment prospects of young people in the borough. This will be developed through close working with schools and employers.	The Education Business Partnership, the Council's Learning and Achievement Service are working together to develop this standard with input from Barclays.

			<p>Key Next Steps:</p> <ul style="list-style-type: none"> - Identify an additional resource to deliver, with a view to establishing steering group and develop draft quality standard by the end of July 2014 	
9.2	Increase the number of businesses providing wide ranging and aspirational work experience opportunities for young people and unemployed adults signing them up to the new work experience standard.	Council, Tower Hamlets Education Business Partnership, Barclays and other employers.	Increase the number of work experience places provided by local businesses by at least 25 % over two years through the new Business Charter and the Barclays Lifeskills programme and increase high quality work experience placements in key sectors, including Housing Associations.	The Education Business Partnership will launch the '750 club' - a campaign to secure pledges from local employers to provide a set number of high quality work experience placements. Barclays have agreed to provide advice and communications support for the campaign.
Recommendation 10: That all employers in Tower Hamlets become accredited London Living Wage employers				
10.1	Continue to lobby employers to pay London Living Wage, particularly those in low wage sectors such as home care, and increase the number of local organisations who are accredited LLW employers.	Citizens UK and local partners.	Citizens UK will continue to lead the campaign for a Living Wage with a focus on other low wage sectors such as home care, retail and hospitality.	<p>In addition to the work undertaken by London Citizens, more of the Council's partners have agreed to become Living Wage Employers.</p> <p>In December 2013 the member organisations of the Tower Hamlets Health and Wellbeing Board agreed to become accredited Living Wage Employers.</p> <p>The Tower Hamlets Housing Forum is also in discussions with the Living Wage Foundation to support Registered Social Landlords in the borough to become accredited.</p>

10.2	Continue to embed London Living Wage as a requirement in contracts, throughout the council's supply chain	Council	Continue to embed London Living Wage, as contracts are re-commissioned.	This work is ongoing.
Recommendation 11: That the council sets ambitious targets for expansion of childcare provision and leads work to develop new and alternative models of provision such as workplace childcare, co-produced and co-operative provision				
11.1	Ensure the impact on the statutory provision of childcare places is considered in the development of the council's asset strategy.	Council	<p>Ensure the sustainability of childcare provision through the Corporate Landlord Model and new asset strategy, subsidising childcare providers rent if necessary through the grants process.</p> <p>Key Next Steps:</p> <ul style="list-style-type: none"> - Incorporate within development of new Council Asset Strategy (first draft to be completed by September 2014) 	A new Asset Management Strategy is currently under development and discussion has taken place between the Asset Management Team and the Early Years' Service to ensure that the need for childcare provision is part of the needs analysis for this Strategy.
11.2	Maximise opportunities for the provision of childcare space in new developments	Council and partners	<p>Officers will explore options to maximise opportunities to secure sufficient child care provision in new residential developments.</p> <p>Key Next Steps:</p> <ul style="list-style-type: none"> - Officers to develop options for maximising opportunities to provide childcare spaces in new developments by September 2014 	The Strategic Planning and Early Years services are currently drawing up options for planning policy to support childcare spaces in new developments.

11.3	Expand number of existing buildings used for childcare provision, promoting shared use of buildings where possible	Council and partners	<p>This work is in two parts, firstly: Work with Tower Hamlets Housing Forum to recruit Registered Providers as key partners in expansion of childcare provision by identifying those who have existing or planned community buildings which could be suitable for use as childcare provision and secondly: Establish links with faith communities who have community buildings in the borough which could be converted for use as childcare provision through work with the Tower Hamlets Interfaith Forum.</p> <p>Key Next Steps:</p> <ul style="list-style-type: none"> - Meeting with Tower Hamlets Housing Forum and Tower Hamlets Interfaith Forum by July 2014 	<p>Currently there are approximately 556 two year olds placed, this number will rise over the next few weeks as this is the start of the Autumn Term. New settings include Global Kids, Winterton House, Old Station and City Gateway.</p> <p>There are an additional 250 vacancies at present; this varies regularly as providers fill places. Some of these places are in the wrong location and parents prefer not to travel far from their home. Some parents do not want to take up this provision in the first place. We are undertaking a large publicity campaign to encourage parents to take up the places, through posters, personalised postcards to families and using family workers to encourage take up.</p> <p>The Council is exploring the creation of a Child Minder Agency in the Council, which was made possible by the Children and Families Act.</p>
MONEY / JOBS / HOUSING				
Action	Lead organisations & key stakeholders	Activity Agreed in April 2014 Cabinet		
Recommendation 12: That the government reduce restrictions on local authority borrowing, does not top-slice the New Homes Bonus, allows local authorities to keep all proceeds from Right to Buy sales, and covenants are introduced to Right to Buy to limit conversion to buy-to-let.				
12.1	Pan-London borough housing conference	London Assembly Housing Committee and London Councils	Share evidence, find solutions, build cross-borough consensus and more effective lobbying. Council to support this with provision of evidence and case studies.	Chair of the London Assembly Housing Committee is exploring this further with London Councils and the GLA.

Recommendation 13: That financial institutions work with the council and house builders to develop new models of long-term investment in social housing				
13.1	Develop new financial and delivery model as options for securing investment in delivering affordable housing on specific Council owned sites	Council	To develop a new methodology for funding new affordable housing supply. To examine the possibility of establishing a company structure to lever in additional investment. Key Next Steps: - Financial and legal structure to be agreed by December 2014	This is being progressed by the Strategic Housing Team and a report is due to Cabinet by early 2015.
Recommendation 14: Illustrating the negative impact of investment in the London property market				
14.1	London Assembly to investigate the impact of overseas investment and solutions for rebalancing the market.	London Assembly Housing Committee	The chair of the London Assembly Housing Committee has indicated he will pursue this through their 2014/15 work programme.	Due to other commitments, it is unlikely that the Housing Committee will investigate the impact of foreign investment in the 2014/15 work programme. However the chair of the London Assembly Housing Committee has indicated he will pursue this through the work programme for the following year.
Recommendation 15: That rent models are based on the principle that social rents should relate to the income of tenants, not the market rate				
15.1	Explore the creation of a London Living Rent model	London Citizens	Work with key local and regional partners to explore the creation of the London Living Rent model.	In May 2014, London Citizens held their Tower Hamlets' Citizens Mayoral Assembly at which they secured agreement from the Mayor to progress working with them on a London Living Rent Model. London Citizens met the Mayor on the 24 th of September and confirmed this approach.

15.2	Secure new affordable homes at rental levels which are genuinely affordable for those in housing need in Tower Hamlets.	Council	<p>The council already seeks to secure affordable homes at target rent levels where viable, particularly for family homes. Where the 'affordable rent product' needs to be included in a scheme to ensure viability the council seeks to apply Tower Hamlets adjusted (POD) rents. The council is currently taking legal action against the Mayor of London who is looking to remove the ability of the council to follow this approach in its planning policies.</p> <p>Key Next Steps:</p> <ul style="list-style-type: none"> - Planning and housing officers will review the council's position following the court hearing, currently underway. - Officers will review the Mayor of London's draft housing strategy and the introduction of 'capped' and 'discounted' rents for affordable housing in the 2015-18 affordable homes programme to ensure this new approach meets the housing needs of the borough. 	In April 2014, the Judicial Review was unsuccessful, however planning and housing officers will continue to take a site by site approach to ensure the delivery of affordable homes.
Recommendation 16: That the standard of private rented accommodation is improved, and tenants better protected, through a landlord licensing scheme for Tower Hamlets				
16.1	Gather necessary evidence, explore data and consider options for taking forward a landlord licensing scheme. Consult stakeholders and pilot in one local area to understand any unintended	Council with partners.	<p>A working group of officers from environmental health and housing strategy has already been established to gather evidence and consider this before developing options for a scheme for Tower Hamlets.</p> <p>Key Next Steps:</p> <ul style="list-style-type: none"> - An options paper will be produced for CMT after a review of all available data, by September 2014 	In the September Cabinet it was agreed to undertake the consultation required to develop the evidence base needed to establish a licencing scheme.

	consequences, before rolling out to other areas.			
16.2	Housing associations to use freeholder powers to address leaseholders and their tenants causing ASB.	Tower Hamlets Housing Forum	Share effective practice through THHF and implement where necessary and possible.	This has been adopted as an action by the Tower Hamlets Housing Federation.
16.3	Develop a financial product to enable people who receive housing benefit to ring fence money for rent and explore options for guaranteeing rental payments to private landlords	Financial institutions and the Council	Establish a partnership with landlords and community banking providers to explore options for a rent 'jam jar' account product and look at options for guaranteeing rent for housing benefit claimants in the private rented sector.	<p>A product has been developed by the Credit Union, however there is a monthly charge to have the account.</p> <p>Discussions have been underway for housing providers to subsidise the cost of the account to encourage take up. The Financially Inclusive Partnership and Community Banking Partnership could explore this further.</p>

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Tower Hamlets: Time to Act
One Year on

Commissioner Report

Introduction - The Fairness Commission Movement:

Since the 'Time to Act' Report was launched last September, we have been delighted to see many of the themes of the report receive national interest and a broad coalition of support. From campaigns by the Church of England, to changes in Government policy, and proposed policies from the major political parties, we have seen changes across each of our three themes: Money, Jobs and Housing.

We have also been pleased to be part of a growing movement of Fairness Commissions, with an increasing number of councils choosing to hold Fairness Commissions, including Oldham, Southampton and Lancashire.

This growing movement has created a platform from which local councils can campaign for change and develop alternative policies which contribute to a more equal society. Through the Fairness Commission Tower Hamlets is now signed up to the Birmingham Declaration on Social Inclusion, in which Councils have committed to share learning and develop joint campaigns on social inclusion. In June 2014, Islington Council, the New Economics Foundation and the Equality Trust hosted a Fairness Convention to bring together those involved in previous commissions to explore local approaches to tackling inequality and poverty.

The positive role that Fairness Commissions can play in tackling poverty was also recognised by the All Party Parliamentary Group on Poverty who, together with the Webb Memorial trust, commissioned a report on "Approaches to Reducing Poverty and Inequality in the UK: A Study of Civil Society Initiatives and Fairness Commissions" which we were honoured to provide evidence to and which highlights the role for Fairness Commissions in tackling poverty.

Finally, there is also now a discussion about holding a London-wide Fairness Commission, which our learning and recommendations could feed into and help have an even wider impact.

National Progress and Influence:

To summarise the impact we feel has been seen in the year since the report was published, we would like to highlight the following developments in each of the three areas of the report as well as provide our personal reflections on progress.

Money:

Recommendation 1: Eradicating the poverty premium

- The announcement at the Labour Party Conference in September that a future manifesto commitment will be to freeze energy prices, helping to address concerns around utility prices, however it doesn't directly address the additional costs of metered electricity.
- The London Assembly have recently announced that the Economy Committee will be undertaking a review of indebtedness in London, to be led by Jenny Jones.

Recommendation 3: Limiting unhealthy businesses

- The government planning policy consultation, launched this July, proposes the creation of a separate planning use class for betting shops and payday loan companies. This would allow local authorities to limit the number of betting shops and payday loan companies operating on the high street.
- The Financial Conduct Agency Proposals for a price cap on high-cost short-term credit which went out to consultation in July 2014. However, whilst we welcome the idea of a cap, the proposed limit of daily interest at 0.8 per cent is only marginally less than what is currently being charged, and risks legitimising current high prices.

Recommendation 4: Supporting the credit union

- The Church of England's commitment to supporting credit unions and to "compete [pay day loan companies] out of business". Including their new scheme to pilot a credit union network in three of its dioceses, including London. The church credit champions network will support churches to engage with their congregations on finance and support responsible credit providers to grow and widen their customer base.

Recommendation 6: Responding to Welfare Reform

- The passing of the Private Members Bill introduced by Andrew George MP which would introduce new exemptions to the “bedroom tax” / “spare room subsidy”, for disabled adults and for households who have not been able to secure suitable smaller accommodation.

Jobs:

Recommendation 7: That all schools offer a wide curriculum and provide aspirational opportunities to students

- The announcement by the Labour Party that they will include a manifesto commitment to reintroduce compulsory work experience and interdependent careers advice services.

Recommendation 8: Reimagining employment services

- The first report by the Local Government Innovation Taskforce, commissioned for the Labour Party Policy Review sets out how standardised and centralised public services are not working the need for a radical reconfiguration, with a focus on place and people centred approaches. We hope this will pave the way for more locally-commissioned and delivered employment support services.
- On the other side of the political divide Policy Exchange published a report this summer ‘Joined up Welfare’ which argued that Jobcentres are failing to help people find long-term work and should be restructured under new plans that will enable private companies and charities to compete with government providers to offer more personalised and specialist support to jobseekers.
- Also this summer, an independent report commissioned by the Department for Work and Pensions identified systematic failures in the way benefit sanctions are administered and imposed, with disproportionate impact on the most vulnerable people
- An IPPR ‘Alright for some: fixing the Working Programme locally’ found that the Work Programme has performed very poorly for Employment and Support Allowance claimants, failing to offer the support needed for those with more complex needs.

- Finally a 2013 National Audit Office report ‘responding to change in jobcentres’ criticised the use of benefit ‘off-flows’ as Jobcentre Plus’ key performance indicator.

Recommendation 11: That the council sets ambitious targets for the expansion of childcare provision and leads work to develop new and alternative models of provision such as workplace childcare, coproduced and co-operative provision.

- The 2014 London Childcare Report which was published in September and highlights the growing costs of childcare in the capital, the lack of provision for under two year olds and the lack of progress in providing childcare for families with flexible and atypical work patterns.
- The announcement by the Labour Party that they will increase the number of free hours of childcare for three and four year olds from fifteen hours a week to twenty-five hours a week.
- The Government’s announcement that it is fast tracking the new childcare voucher scheme, so that all families with children under the age of twelve will receive 20 per cent funding for childcare costs up to £10,000, from Autumn next year.
- The IPPR report, “Childmind the gap: Reforming childcare to support mothers into work”, published in February 2014, which recommended increasing childcare for children under two, and an aim for childcare costs to account for no more than 10 per cent of a families’ income to be achieved through supply-side rather than demand-side interventions.

Housing:

Recommendation 12: The government reduce restrictions on local authority borrowing, does not top-slice the new homes bonus, allows local authorities to keep all proceeds from Right to Buy sales, and covenants are introduced to Right to Buy to limit conversation to buy to let

- The Government’s announcement, in the Autumn Statement 2013, that the Housing Revenue Account cap has been raised by £300m nationally, with Councils able to bid to produce the new homes. We are especially pleased that Tower Hamlets has successfully bid for £8.2m which will enable the building of forty-eight new homes.

Recommendation 14: Illustrate the negative impact of foreign investment

- The Mayor of London's "Mayoral Concordat", announced in March 2014, which asks developers building in London to commit to marketing homes in new developments to Londoners either first or at the same time as to buyers from other countries. This has now been signed by fifty large developers.

Recommendation 15: Explore creation of a living rent

- Camden Council's report 'Rent stabilisation: Principles and international experience' published this September which recommends that Camden Council work with landlords to introduce longer term tenancies with agreed index linked rent increases. However we recognise that without national legislation, any scheme will be voluntary and may face difficulties in attracting landlords willing to participate.
- The announcement by the Labour Party that they will include a manifesto commitment on private sector rents which would introduce three year tenancies as standard and an upper ceiling on rent increases. This would create both more stability and affordability into the rented sector.

Recommendation 16: Improve the standard of housing in the private rented sector

- There are currently sixteen Department for Communities and Local Government approved Landlord Accreditation Schemes in operation across the UK, over the last few months many other local authorities are now considering some form of accreditation including Camden and Waltham Forest.

Local Progress

We have also been really impressed with the progress which has been made locally with delivering our recommendations. These are set out in full in the one year monitoring table and we are pleased to see that there has been progress towards all of our recommendations. Some of the areas where we have seen real strides being made include:

Recommendation 1: That the poverty premium be eradicated in Tower Hamlets

The development of the Energy co-op is making affordable energy a reality for Tower Hamlets residents. The fact that this is expanding into exciting new partnerships which will offer green solar energy will drive forward greater sustainability as well as greater fairness.

Recommendation 2: Tower Hamlets becomes an online borough

Organisations across the borough have clearly begun a significant stream of work towards greater digital inclusion. A multi-agency action group is being set up and is already developing a really exciting programme, to be kick-started later this month in a Tower Hamlets Online Week alongside the creation of a partnership strategy and action plan.

Recommendation 8: Reimagine local employment services so they work better for local people and businesses

The Council has reached agreement with Job Centre Plus on a Memorandum of Understanding and is developing a system for supporting residents into employment and monitoring their progress which can be shared across the range of local agencies supporting local people into employment.

Recommendation 16: That the standard of private rented accommodation is improved, and tenants better protected, through a landlord licensing scheme for Tower Hamlets

A private sector licensing scheme was a key Manifesto commitment of the Mayor and this is already being driven forward with Cabinet agreeing to undertake consultation and develop the evidence base to progress a local scheme.

It is heartening to see progress being taken forward by other agencies as well as the council.

The Education Business Partnership is to progress our recommendation about work experience for young people – launching the ‘750 club’ - a campaign to secure pledges from local employers to provide a set number of high quality

work experience placements. Barclays are to provide advice and communications support for this campaign.

A final note from us

We have been absolutely delighted by and impressed with the progress that has been made locally in implementing our recommendations, as well as the national and regional developments highlighted above. We're so pleased and very proud that the report has been such a catalyst for change. The council in particular has taken on a strong leadership role and we'd like to say a huge thank you to all the council officers who are making change happen.


Who knew when we set out on our first 'walkabout' in Bethnal Green, that our impressions and feedback would spark such change – informing our recommendations about housing but also the 'health' of our local high streets and our strong views of the detrimental impact that some businesses can have on an area and its residents. It's excellent that issues around gambling and fast food outlets are being explored in such detail, and we think that local communities will be grateful to see that their voice on those issues is being heard.

The challenges of austerity: welfare reform, public sector cuts, financial and digital exclusion, and supporting people into employment, remain complex and interlinked. We'd love to see people and organisations in Tower Hamlets tackle that head on, finding a way out for people stuck in a cycle of benefit pressures, low wages and rising costs of living. We still believe that this can only be done by local public, private and voluntary sector organisations working together with local people. In this respect Tower Hamlets has enormous assets: a population rich in experience and youth, creativity and innovation as well as its thriving economy and civic life.

The one area where we see less progress being made is in the partnership with businesses, particularly those in Canary Wharf, and a sense of bringing them into community life in Tower Hamlets. There are clearly some practical ways in which they could become involved with local organisations over the next year: work experience for young people, the community banking partnership, high streets policy and digital inclusion and we hope working together on these issues brings them closer to the rest of the borough.

We are keenly aware that although much progress has been made, activity such as this can take many years to see the full impact. We were pleased to hear that the Council and its partners will build on many of our themes and recommendations in refreshing its Community Plan this year. Maintaining a

sense of momentum and progress is important and although the Fairness Commission project has formally come to the end of its life, we would like to offer the opportunity to reconvene each year and review progress against key objectives, maintaining the idea of the Fairness Commission and offering some friendly external scrutiny.

<p>Cabinet 5 November 2014</p>	 TOWER HAMLETS
<p>Report of: Chris Holme – Acting Corporate Director Resources</p>	<p>Classification: Unrestricted</p>
<p>Contracts Forward Plan – Q3 (2014-2015)</p>	

Lead Member	Cllr Alibor Choudhury, Cabinet Member for Resources
Originating Officer(s)	Zamil Ahmed – Head of Procurement
Wards affected	All wards
Community Plan Theme	One Tower Hamlets
Key Decision	Yes

EXECUTIVE SUMMARY

The Council’s Procurement Procedures require a quarterly report to be submitted to Cabinet, laying down a forward plan of supply and service contracts over £250,000 in value, or capital works 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 in period Q3 of the Financial Year.

Only contracts which have not previously been reported are included in this report.

DECISION REQUIRED:

The Mayor in cabinet is recommended to:-

1. Consider the contract summary at Appendix 1, and identify those contracts about which specific reports – relating to contract award – should be brought before Cabinet prior to contract award by the appropriate Corporate Director for the service area and
2. Confirm which of the remaining contracts set out in Appendix1 can proceed to contract award after tender subject to the relevant Corporate Director who holds the budget for the service area consulting with the Mayor and the relevant lead member prior to contract award

3. Authorise the Head of legal Services to execute all necessary contract documents in respect of the awards of contracts referred to at recommendation 2 above.

1. **REASONS FOR THE DECISIONS**

- 1.1 The Council's Procurement Procedures require submission of a quarterly forward plan of contracts for Cabinet consideration, and it is a requirement of the Constitution that "The contracting strategy and/or award of any contract for goods or services with an estimated value exceeding £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". This report fulfils these requirements for contracts to be let during and after the period Q3 of the Financial Year.

2. **ALTERNATIVE OPTIONS**

- 2.1 Bringing a consolidated report on contracting activity is considered the most efficient way of meeting the requirement in the Constitution, whilst providing full visibility of contracting activity; therefore no alternative proposals are being made.

3. **BACKGROUND**

- 3.1 This report provides the forward plan for the period Q3 of the Financial Year in Appendix 1, and gives Cabinet Members the opportunity to select contracts about which they would wish to receive further information, through subsequent specific reports.

4. **FORWARD PLAN OF CONTRACTS**

- 4.1 Appendix 1 details the new contracts which are planned during the period Q3 of the Financial Year. This plan lists all of the new contracts which have been registered with the Procurement Service, and which are scheduled for action during the reporting period.

Contracts which have previously been reported are not included in this report. Whilst every effort has been made to include all contracts which are likely to arise, it is possible that other, urgent requirements may emerge. Such cases will need to be reported separately to Cabinet as individual contract reports.

- 4.2 Cabinet is 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.
- 4.3 Equalities and diversity implications – and other One Tower Hamlets issues – are addressed through the Council's Tollgate process which provides an

independent assessment of all high value contracts, and ensures that contracting proposals adequately and proportionately address both social considerations and financial ones (such as savings targets). The work of the Competition Board and Corporate Procurement Service ensures a joined-up approach to procurement.

- 4.4 The Tollgate process is a procurement project assurance methodology, which is designed to assist in achieving successful outcomes from the Council's high value contracting activities (over £250,000 for revenue contracts, and £5,000,000 for capital works contracts which have not gone through the Asset Management Board approval system). 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.

5. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 5.1 This report describes the quarterly procurement report of the forward plan for Q3 of the Financial Year and beyond, to be presented to Cabinet for revenue contracts over £250,000 in value and capital contracts over £5 million.
- 5.2 Approximately £35m of goods, services and works will be procured from external suppliers. There is one Capital project reported. 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 the Mayor to comment on specific procurements at an early stage.

6. CONCURRENT REPORT OF THE HEAD OF LEGAL SERVICES

- 6.1 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. The Mayor has approved procurement procedures, which are designed to help the Council discharge its duty as a best value authority under the Local Government Act 1999 and comply with the requirements of the Public Contract Regulations 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.
- 6.2 In accordance with the powers in the Public Services (Social Values) Act 2012, where appropriate, as part of the tender process bidders will be invited to state what community benefits which enhance the economic social or environmental well-being of the borough are available through the contract in line with the Procurement Policy Imperatives adopted at Cabinet on 9th January 2013. The exact nature of those benefits will vary with each contract and will be reported at the contract award stage. All contracts which require

staff based in London will require contractors to pay their staff the London Living Wage. Where staff are based outside London an assessment will be carried out to determine if that is appropriate.

6.3 Contracts are recommended for a maximum period of three years except where there are particular circumstances relating to the procurement which warrant a longer period e.g. where equipment or premises needs to be provided by the contractor. Due to the requirement for the contractor to recover their investment in that equipment the cost of a shorter contract would not represent best value to the Council.

6.4 When considering its approach to contracting, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who don't (the public sector equality duty). Information is provided in section 7 of the report to explain how this is taken into account.

7. ONE TOWER HAMLETS CONSIDERATIONS

7.1 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 Programme Service ensures a joined-up approach to procurement.

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

8.1 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' Corporate Social Responsibility work stream.

9. RISK MANAGEMENT IMPLICATIONS

9.1 Risk management is addressed in each individual contracting project, and assessed through the tollgate process.

10. CRIME AND DISORDER REDUCTION IMPLICATIONS

10.1 There are no specific crime and disorder reduction implications.

11. EFFICIENCY STATEMENT

11.1 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.

12. APPENDICES

Appendix 1 – new contracts planned: Q3 of the Financial Year and beyond.

Linked Reports, Appendices and Background Documents

Linked Report

- None.

Appendices

- Appendix 1 – new contracts planned: Q3 of the Financial Year and beyond

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

- None.

Officer contact details for documents:

- N/A

Appendix one – Contracts Forward Plan Q3 of the Financial Year 2014-15

Directorate Contract	Contract Value	Scope of Contract	Length of New Contract, or Contract Extension	Funding	Date submitted to Competition Board or scheduled for submission*	Planned Date for Invitation to Tender or * Contract signature.	Community Benefits
<p style="text-align: center;">Page 128</p> <p style="text-align: center;">ESCW (AHWB) 4791</p>	<p style="text-align: center;">Approx. £450,000</p>	<p><u>Supported Housing Move on Service</u></p> <p>The service is part of the commitment within the Cabinet approved Hostel Commissioning Plan and viewed to be vital to reduce rough sleeping, by enabling people to move on from hostels. The project will:</p> <ul style="list-style-type: none"> • Secure properties in the Private Rented Sector (PRS) both within Tower Hamlets and in other boroughs in London where rents are lower and more accessible for those on benefits. • Develop relationships with landlords to improve the supply of PRS properties. • Work with landlords to ensure PRS properties are of an acceptable physical standard and well maintained for the life of any tenancies. • Establish effective relationships with a wide range of stakeholders including hostels, floating support services, charitable organisations (who may provide assistance to vulnerable people e.g. furniture) and the Housing Options service. • Reduce the length of hostel stays as people will move on more quickly; this is a key aim of the hostel sector and needed to meet current and anticipated needs. • Enable between 70-90 PRS moves p.a. <p>The service will be newly procured and jointly developed and managed with colleagues in the Housing Options service, as it is a key strategic objective of both teams. The contract will be outcomes based and as such we will take a payment by results approach to the contract terms.</p>	<p style="text-align: center;">2+1years</p>	<p style="text-align: center;">Supporting People</p>	<p style="text-align: center;">29/09/2014</p>	<p style="text-align: center;">December 2014</p>	<p style="text-align: center;">Included as part of the Tender</p>

Appendix one – Contracts Forward Plan Q3 of the Financial Year 2014-15

<p>Page 129 ESCW (AHWB) 4792</p>	<p>Approx. £1,500,000</p>	<p><u>Tower Hamlets Young Persons Complex Needs Support Services</u> This procurement is required to deliver the recommendations within the Young Persons Supported Accommodation Commissioning Plan agreed by Cabinet in November 2013. The commissioning plan acknowledged the need to reconfigure the portfolio of services to ensure we are able to :</p> <ul style="list-style-type: none"> • Meet the needs and improve outcomes for the Boroughs most complex young people; • Respond quickly and successfully to these young homeless people, including those facing eviction from the family home; and • Increase capacity in the sector to address the needs of young people in need – in the context of pressing need for services. <p>Procurement exercise will seek to replace the foyer with two smaller buildings that are no larger than 20 bed space to achieve stakeholder requirements. It will request the provision of a service provider with building for high support provision for young people with complex support needs.</p> <p>The procurement exercise will be by way of an open tender to test the market and access a building base for both services that is fit for purpose and ensures best value for the borough.</p> <p>The ability of the Borough to deliver the targets and associated efficiencies for the Young Persons Accommodation Commissioning Plan is heavily reliant on increasing the number of units of high support accommodation to achieve the delivery of the young</p>	<p>2+1years</p>	<p>Supporting People</p>	<p>29/09/2014</p>	<p>December 2014</p>	<p>Included as part of the Tender</p>

Appendix one – Contracts Forward Plan Q3 of the Financial Year 2014-15

		<p>person's accommodation pathway to independence. The existing services have been remodelled and re-commissioned and will all be in place by September 2014 for this client group. This contract will enable the borough to develop and enhance the pathway ensuring alignment to young people's needs.</p>					
<p>Page 130 ESCW (SF) 4803</p>	<p>Approx. £1.65m</p>	<p><u>Child and Adolescent Mental Health Services (CAMHS)</u> The Mental Health Strategy which was approved by the Health and Wellbeing Board includes a priority to review Child and Adolescent Mental Health Services across the three tiers of delivery. This work is currently ongoing with a view that a new service model will be developed for consultation by December 2014.</p> <p>The service has historically been jointly funded and commissioned by the Council and PCT and more recently the CCG through a S75 Agreement. The lead commissioner is currently the CCG however the Council jointly monitors the contract and is the lead organisation in terms of the strategic group responsible for emotional health and well-being for children and young people. The existing S75 Agreement comes to an end in April 2015.</p> <p>The contracting approach will be through an open tender or new contract through a S75 Agreement with the CCG remaining the lead commissioner or if appropriate by each organisation tendering separately.</p>	<p>2+1years</p>	<p>Revenue</p>	<p>29/09/2014</p>	<p>TBC</p>	<p>Included as part of the Tender</p>
<p>CLC4798</p>	<p>Approx. £1,260,000</p>	<p><u>Fuel Cards</u> To Supply fuel card account services to facilitate the purchase of fuel for all Council Transport Services.</p> <p>Mini Competition process to be run utilising Central Government Fuel Card Services Framework Contract. This contract provides limited scope for a full range of Community benefits. However, through the mini competition process suppliers will be requested to propose opportunities to deliver some levels of benefits.</p>	<p>2+1years</p>	<p>General Funds</p>	<p>29/09/2014</p>	<p>November 2015</p>	<p>Included as part of Tender</p>

Appendix one – Contracts Forward Plan Q3 of the Financial Year 2014-15

DR4738	Approx. £24.3m	<p>Watts Grove Affordable Housing The Watts Grove development will provide 149 new build affordable housing units on the Watts Grove Depot site This development is the first scheme of this size to be directly developed by the Council on land owned by the Council.</p> <p>In 2013, the Council secured a GLA grant allocation in the sum of £6.9m to directly develop the site. In order to commit the funding, the Council must achieve a start on site by early March 2015. The scheme was approved by the Mayor on 28th February 2014 with a scheme budget of £26.3m including £2m for fees and on-costs</p> <p>The success of the scheme is dependent on being able to secure the £6.9m grant funding by March 2015. The GLA has confirmed to the Council that 80% of the funding can be drawn down at start on site in March 2015. Based on this, the Project Team has adopted a procurement approach to meet the tight time constraints. The approach involves the use of the GLA London Development Panel to procure a Design and Build Contractor – to ensure quick turnaround in the appointment of a contractor.</p>	20 months (start Feb 2015 End Sept 2017)	£6.9m GLA grant funding and prudential borrowing	29/09/2014	August 2014	Included as part of Tender
R4799	Approx. £3,681,723	<p>Leaseholders Building insurance The Council is responsible for the provision of building insurance cover for leaseholders, as required by the lease agreement between the leaseholder and the Council. The current insurance policy expires on 31 March 2015. The Council is responsible to pay the annual insurance premium to the insurer. Leaseholders are then re-charged for their own apportioned element of the premium. The apportionment of the premium is based on the number of bedroom for each individual premise.</p> <p>Although the Council is a member of the Insurance London Consortium (ILC) group purchasing consortium, this policy is being procured by the Council as a sole purchaser. The ILC contract has failed to delivered financial benefits for the Council. Tenders for the provision of the leasehold building insurance will be requested through the Official Journal of the European Union (OJEU), as well as being advertised on the Councils website.</p>	2+1years	Insurance Fund	29/09/2014	November 2014	Included as part of Tender

Appendix one – Contracts Forward Plan Q3 of the Financial Year 2014-15

R4800	Approx. £475,603	<p><u>Procurement of Insurance policies (Motor Vehicle, Engineering, Commercial Property and School Journey Insurance)</u></p> <p>The current policy is due to expire on 31 March 2015. Procurement of Motor Vehicle (insurance cover for all Council vehicles operated via the Transport Section), Engineering, Commercial Property and School Journey Insurance fund. Covering various aspects of motor, travel and commercial property insurance.</p> <p>Although the Council is a member of the Insurance London Consortium (ILC) group purchasing consortium, this policy is being procured by the Council as a sole purchaser. The current policy had previously been procured by ILC as 5-year contract commencing 1 April 2013 and the Council subscribed to it under an amended term of 2 years. A Full OJEU Restricted Tender. The contract will be divided into 4 different lots: Lot A: Motor Vehicle; Lot B: Engineering; Lot C: Commercial Property; Lot D: School Journey Insurance</p>	2+1years	Insurance Fund	29/09/2014	November 2014	Included as part of the Tender
LPG4801	Approx. £450,000 - £500,000	<p><u>Translation, Transcription & Interpretation</u></p> <p>This procurement is for the provision of transcription, interpretation and translation services. Tower Hamlets is one of the most linguistically diverse areas in England, with 90 different languages currently in use. With approximately 7000 interpretations and translations performed by external suppliers in the previous year the new provider will need to have the capacity to meet the diverse demands of the borough and match current levels of activity.</p> <p>The specification will also incorporate transcription service requirement to support the need of the council and residents to transcribe audio recordings which are mainly used for evidential purposes by London Borough of Tower Hamlets to support proceedings. Procurement will prioritise local businesses and include appropriate weighting to reflect suppliers understanding and knowledge of local communities and hard to reach groups.</p>	2+1years	General Fund	29/09/2014	December 2014	Included as part of the tender

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<p>R4841</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 133</p>	<p>Approx. £1m approx.</p>	<p>Business Rates Retention - Rating Specialists</p> <p>The Local Government Finance Act 2012 introduced a number of major changes to local government funding that became effective on 1st April 2013. One of the most significant changes is the possibility for Councils to retain some of the additional business rates it collects; there is also a possibility that a Council may suffer a budget deficit should it not collect all of the rates that fall due.</p> <p>The act also places a new statutory requirement on all billing authorities to calculate how much business rate income each authority is likely to receive in the coming year. This forecast has to be submitted to the DCLG each January prior to each financial year and continue to be monitored during the relevant financial year.</p> <p>In an attempt to assist with forecasting, in November 2012, the Valuation Office Agency released information to Councils about all outstanding proposals they have received in respect of the 2005 and 2010 rating lists for assessments in their area. Tower Hamlets received data on a large number of potential appeals that had to be evaluated and collection estimates adjusted accordingly and reported in the NNDR1 and NNDR3 returns. The first year's analysis is complete and the council is now looking to appoint a supplier of this analytical service for the next 3 years.</p> <p>The Act also encourages Councils to maximise business rates collection by incentivising it through a retention scheme that, in simple terms enables London Boroughs to retain 30% of additional rate income above the baseline assessment each year to 2020. Maximisation can be achieved by encouraging new growth in the Borough and by ensuring that the existing local rating list is accurate and reflects the correct values of existing commercial property in the Borough.</p> <p>The aim of this contract is also to help achieve growth in the Rate base and provide Increased Income to the Council to help maintain services and minimise any reductions in budgets.</p>	<p>3 years (1 + 1 + 1)</p>	<p>-</p>	<p>29/09/2014</p>	<p>December 2014</p>	<p>N/A</p>
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Appendix one – Contracts Forward Plan Q3 of the Financial Year 2014-15

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 134</p>	<p>DR4779</p> <p>Income</p>	<p>Public Space Wi-Fi The project will procure a service concession contract to allow for the design, implementation, and operation of a high capacity mobile network and an innovative next generation wireless network in streets and open spaces in the borough. It is expected that the service will be provided utilising networking equipment which will be located at/attached to specified assets owned by the Council, primarily street furniture capable of enabling a core wireless network within the borders of the borough.</p> <p>The project responds to one of the recommendations of the Tower Hamlets Fairness Commission, that "Tower Hamlets becomes an online borough, with access to free Wi-Fi everywhere." The Commission's report argued that "achieving digital inclusion in Tower Hamlets is an essential element in creating a fairer environment in terms of both money and jobs. Access to the internet should be regarded in similar terms as access to water, electricity and gas – a fundamental utility that households should not be without. Tower Hamlets will not effectively tackle the poverty premium nor maximise access to job opportunities without reducing the number of people who can't access the internet. There is good evidence from cities such as Liverpool that a locally led digital inclusion strategy can have a significant impact at relatively low cost."</p> <p>The creation of Wi-Fi zones in line with the Fairness Commission's recommendations was also a pledge in the manifesto of the recently re-elected Mayor of Tower Hamlets.</p> <p>The approach to procuring this service follows the model established by LB Camden in a collaborative procurement through which 12 authorities in London and elsewhere appointed Wi-Fi network providers. The income generated through the concession will be ring-fenced to support the delivery of other initiatives to promote digital inclusion within the borough, as well as meeting any costs arising from the implementation of the project and the management of the contract.</p>	<p>10 years</p>	<p>Income</p>	<p>29/09/2014</p>	<p>November 2014</p>	<p>N/A</p>

Appendix one – Contracts Forward Plan Q3 of the Financial Year 2014-15

		The contract will deliver a public Wi-Fi network in key locations in the borough. The income generated by the contract will support the delivery of initiatives to promote digital inclusion, such as skills training and access to equipment.						
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<p>[Cabinet/Individual Mayoral Decision – delete as applicable] Insert Date</p>	 TOWER HAMLETS
<p>Report of: Stephen Halsey, Acting Head of Paid Service</p>	<p>Classification: Unrestricted</p>
<p>Joint Committee of the Six Growth Boroughs</p>	

Lead Member	Mayor
Originating Officer(s)	Service Head – Legal Services
Wards affected	All wards
Community Plan Theme	A great place to live
Key Decision?	No

Executive Summary

The Joint Committee of the London 2012 Olympic and Paralympic Host Boroughs discharged all outstanding items of business in February 2014. Approval is sought to put into place revised and more appropriate arrangements for the future cooperative working between the six Boroughs, now titled Six Growth Boroughs.

Recommendations:

The Mayor in Cabinet is recommended to:

1. Approve the disestablishment of the existing Joint Committee of the London 2012 Olympic and Paralympic Host Boroughs and the establishment of a new Joint Committee of the Six Growth Boroughs with immediate effect.
2. Authorise the Head of Paid Service to amend the existing Inter Authority Agreement and Memorandum of Understanding and give effect to any matter necessary to achieve their objectives.
3. Approve the revised terms of reference and membership for the new Joint Committee, as set out in the final appendix to the report, and the delegation of executive functions once approved by all constituent Authorities.
4. Agree the new arrangements for dealing with matters of concern and joint interest amongst the Growth Boroughs as they relate to legacy, convergence and other associated matters.

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Consultation and Version Control

[Please state version number and all changes must be tracked or report will not be accepted]

Version Number	1.0 [Please update]	Version Date	dd/mm/yy
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Name	Title	Date Consulted	Date Cleared	Version
	Corporate Director			
	Department Finance			
	Corporate Finance			
	Legal Services			

Decision Type

Key Decision?	Urgent Decision?	Exempt from Call-In?	Restricted Report or Partially Restricted (e.g. appendix)?
Yes/No	Yes/No?*	Yes/No?*	Yes/No?*

*If the answer is yes make sure the forthcoming decision on the website states this or else the decision cannot be taken.

Further details on the procedure for Urgent Decisions can be found in the [Intranet Library](#) and the What to Do with Your Decision If [guidance note](#).

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1. REASONS FOR THE DECISIONS

- 1.1 To provide a suitable legal and governance framework for the legacy and convergence work of the Six Growth Boroughs in a post-Olympics environment.

2. ALTERNATIVE OPTIONS

- 2.1 The Council could choose to separate from the formal arrangement proposed by the other growth boroughs and collaborate where necessary in an informal way.

3. DETAILS OF REPORT

- 3.1 In June 2009 LBTH agreed to the establishment of a Joint Committee of the 2012 Olympics and Paralympic Host Boroughs to provide for the discharge of any relevant executive arrangements in respect of collaborative working between the then five Host Boroughs regarding the Olympics, convergence and legacy from the Games. The Joint Committee was established in accordance with Section 101 of the Local Government Act 1972 to discharge those functions having regard to an agreed Memorandum of Understanding in the context of any agreed Inter Authority Agreement between those Boroughs.
- 3.2 In February 2011 these provisions were amended to facilitate the inclusion of a sixth Host Borough, the London Borough of Barking and Dagenham, to allow for its participation in these arrangements regarding the promotion of legacy and convergence.
- 3.3 In order to provide a suitable legal and governance framework relating to legacy and convergence in a post Olympics environment the Boroughs have expressed the desire to update the existing arrangements through a new Inter Authority Agreement for the re-branded Six Growth Boroughs and a consequent updated Memorandum of Understanding and provision for a new Joint Committee with revised Terms of Reference to reflect the scope of the tasks ahead for those Boroughs. These are attached in the Appendices to this report.
- 3.4 To establish a body with the power to discharge functions of the individual Boroughs each must agree to such arrangements in accordance with the provisions of the Local Government Act 1972 and 2000 and subsequent regulations. Once these arrangements are ratified by all six partners, the new joint committee can begin its work.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

- 4.1. The report seeks cabinet approval to disband the existing Joint Committee of the London 2012 Olympic and Paralympic Host Boroughs and establish arrangements for a new Joint Committee of the Six Growth Boroughs with immediate effect.

- 4.2. The new committee will establish an annual budget, although this will not be finalised until the 2015/16 budget. The Council currently contributes £60k from Corporate resources to fund the existing Joint Committee. This funding will be re-directed to fund the new organisation.
- 4.3. Any budget variation as a result of the new arrangements will be funded by contingencies in the short term, although significant variation is not expected.
- 4.4. Given the above, there is sufficient provision in the budget to meet the commitments of the new arrangements.

5. LEGAL COMMENTS

- 5.1. Section 101(5) of the Local Governance Act 1972 provides that Local Authorities may discharge any of their functions jointly and that where joint arrangements are in force in respect of any functions, those functions may be discharged through a joint committee established by the authorities.
- 5.2. Section 101(2) of the Local Government Act 1972 provides that unless the joint arrangements specify otherwise, a joint committee can also establish a sub-committee to discharge any of its functions or delegate functions to an officer and unless the joint arrangements or joint committee specify otherwise, a sub-committee established by a joint committee may delegate functions to an officer.
- 5.3. Appointments to a joint committee are made under Section 102(1)(b) of the Local Government Act 1972 and the establishment of a joint committee is governed by The Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012, issued under sections 9EA, 9EB and 105 of the Local Government Act 2000. The relevant Regulations provide:
 - (a) Regulation 11(2) – where a joint committee is established to discharge more than one function by the same authorities at the same time and at least one of those functions is an executive function in at least one authority, the joint arrangements may provide for one joint committee to discharge all the functions on behalf of all the authorities.
 - (b) Regulation 12(3) – the decision on appointment to a joint committee should be taken by either the elected mayor, the executive leader, the executive, a member of the executive or a committee of the executive (dependant on the detailed executive arrangements that are being operated by the authority), where the joint committee is to discharge only executive functions on behalf of the executive of the authority.
 - (c) Regulation 12(3) – where a joint committee is discharging a function in relation to five or more local authorities and the executive is responsible for deciding on the appointment of Members, both executive and non-executive members may be appointed to the joint

committee by the executive and the political balance requirements do not apply.

- 5.4. At present the law does not permit local authorities to discharge their functions through non local authority bodies or through mixed bodies. Therefore, stakeholders and other partners will be involved in the operation of the joint committee as observers and in an advisory capacity only.
- 5.5. It is proposed that the joint committee should exercise only executive functions and thus approval of the arrangements, delegation of functions to be discharged by the joint committee and the appointment of members to the joint committee can be effected by the executive of each authority.
- 5.6. A joint committee is subject to overview and scrutiny requirements under section 9(F) of the Local Government Act 2000 which provides that executive arrangements by a local authority must ensure their overview and scrutiny committee (or their overview and scrutiny committees between them) have power to scrutinise decisions made, or other actions taken, in connection with the discharge of any functions which are the responsibility of the executive.
- 5.7. The provisions relating to executive decisions contained in the Local Authorities (Executives Arrangements) (Meetings and Access to Information) (England) Regulations 2012 do not apply to the operation of this joint committee because under Regulation 2(c) of such Regulations this joint committee is not a decision maker or decision making body under Regulation 2(b) to which such Regulations refer.

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1. The proposed arrangements will help the Council to secure the legacy from the London 2012 Olympics, which were intended to be positive for the east of London and should be consistent with the Council's strategic plans which include the Council's single equality framework.

7. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 7.1 The proposed arrangements will help the Council to secure the legacy from the London 2012 Olympics, which were intended to be positive for the east of London and should be consistent with the Council's strategic plans which in turn seek to deliver the Tower Hamlets Community Plan, including making Tower Hamlets a great place to live.

8. RISK MANAGEMENT IMPLICATIONS

- 8.1. The recommendations are intended to manage risk by providing a lawful framework for continued cooperation by the Six Growth Boroughs.

9. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 9.1 There are no direct crime and disorder implications arising from the report.

10. EFFICIENCY STATEMENT

- 10.1 Details of the proposed expenditure are provided in the finance comments section of the report. The annual cost is considered to be modest by reference to the potential benefits and consistent with the Council's duty as a best value authority.
-

Linked Reports, Appendices and Background Documents

Linked Report

- NONE

Appendices

- Inter-authority agreement

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

- NONE

Officer contact details for documents:

- N/A

DATED _____ 2014

**LONDON BOROUGH OF HACKNEY
ROYAL BOROUGH OF GREENWICH
LONDON BOROUGH OF NEWHAM
LONDON BOROUGH OF TOWER HAMLETS
LONDON BOROUGH OF WALTHAM FOREST
LONDON BOROUGH OF BARKING & DAGENHAM**

**SIX GROWTH BOROUGHES
INTER AUTHORITY AGREEMENT**

THIS AGREEMENT is made the 2014 between

1. The Mayor and Burgesses of the London Borough of Hackney, Town Hall, Mare Street, London E8 1EA (“Hackney”)
2. The Mayor and Burgesses of the Royal Borough of Greenwich, Town Hall, Wellington Street, Woolwich, London SE18 6PW (“Greenwich”)
3. The Mayor and Burgesses of the London Borough of Newham, Town Hall, Barking Road, East Ham, London E6 2RP (“Newham”)
4. The Mayor and Burgesses of the London Borough of Tower Hamlets, Town Hall, Mulberry Place, 5 Clove Crescent, London E14 2BG (“Tower Hamlets”)
5. The Mayor and Burgesses of the London Borough of Waltham Forest, Town Hall, Forest Road, Walthamstow, London E17 4JF (“Waltham Forest “)
6. The Mayor and Burgesses of the London Borough of Barking & Dagenham, Civic Centre, Dagenham, RM10 7BN (“Barking & Dagenham “)

(hereinafter jointly referred to as “the six Boroughs”)

BACKGROUND

- (a) The Parties are desirous to ensure that they work together to secure local benefits and a sustainable legacy from the Olympic and Paralympic Games held in London in 2012.
- (b) The Parties are the six London Boroughs which have joined together to develop and implement a coordinated convergence and legacy programme (hereinafter referred to as the Growth Boroughs Partnership Programme (GBPP) which shall secure the desired local benefits and sustainable legacy for the geographical areas comprising the six Boroughs.
- (c) The Parties wish to establish a Growth Boroughs Partnership Unit (GBPU) which shall deliver the GBPP including all matters associated therewith.
- (d) The Parties have established a Joint Committee on the basis of the Memorandum of Understanding (MOU) attached to this Agreement as Appendix A. The Joint Committee’s Terms of Reference are set out as Appendix One to the MOU.

IT IS HEREBY AGREED as follows:-

1. DEFINITIONS AND INTERPRETATION

- 1.1 Words importing the singular shall include the plural and vice versa. Words importing any gender shall include all genders and words importing persons shall include bodies incorporate, unincorporated associations and partnerships.
- 1.2 Clause headings are inserted for reference only and shall not affect the interpretation or construction of this Agreement.
- 1.3 In this Agreement, the following words and expressions have the following meanings

Annual budget	Shall mean the aggregate of all sums paid each Financial Year by each of the Parties
Annual Contribution	Shall mean the sum paid each Financial Year by each of the Parties in accordance with paragraph 9.2
Chief Executives' Board	Shall mean the meetings of the Chief Executives of each of the Parties or their nominees in accordance with paragraph 10.1
Executive Mayor	Shall mean a Mayor elected in accordance with the Mayor and Cabinet model of executive functions set out in Section 9C(2) of the Local Government Act 2000
Financial Year	Shall mean 1 April – 31 March
Growth Boroughs Partnership Programme (GBPP)	Shall mean the programme agreed by the Parties to deliver sustainable benefits for the Parties in accordance with this Agreement
Growth Boroughs Partnership Unit (GBPU)	Shall mean the staff required to deliver the GBPP as shall be agreed by the Parties
Joint Committee	Shall mean the Joint Committee established by the Boroughs in accordance with the MOU attached as Appendix A to this Agreement
Lead Borough	Shall mean one of the Parties to this Agreement which shall take on the lead responsibility for delivering particular activities as from time to time is identified, defined and agreed under the Agreement

MOU	Shall mean the Memorandum of Understanding attached to this Agreement at Appendix A.
Olympic and Paralympic Games	Shall mean the Games organised by the International Olympic Committee in conjunction with the London Organising Committee for the Olympic Games in 2012
Six Boroughs	Shall mean the London Boroughs of Hackney, Newham, Tower Hamlets, Waltham Forest and Barking & Dagenham and the Royal Borough of Greenwich
The Parties	Shall mean the Mayor and Burgesses of the London Boroughs of Hackney, Newham, Tower Hamlets, Waltham Forest and Barking & Dagenham and the Royal Borough of Greenwich

2. **CONSIDERATION**

2.1 In consideration of the mutual agreements set out herein the Parties have granted the rights and accepted the obligations set out herein.

3. **ENABLING POWERS**

3.1 This Agreement is made pursuant to Sections 101(5), and 113(1) of the Local Government Act 1972, Section 1(1)(b) of the Local Authorities (Goods and Services) Act 1970 and Section 1 of the Localism Act 2011 (and all the other enabling powers).

3.2 It shall be the responsibility of each Party to ensure they have the necessary delegations and decisions in place to give effect to this Agreement and by the act of entering into this Agreement have confirmed each of the Six Boroughs has met the requirements of this Clause 3.2.

3.3 The general terms of the MOU were considered and approved by the Executive of each of the six Boroughs on the dates specified in Appendix A. The Chief Executive for each of the six Boroughs acting under delegated authority signed and agreed the MOU including Appendix One to the MOU on the dates specified in Appendix A.

4. **COMMENCEMENT**

4.1 This Agreement shall commence from the date hereof and shall continue until terminated in accordance with paragraph 11.1 or 11.4.

5. **OBJECTIVES**

- 5.1 The main purpose of establishing the arrangements set out in this Agreement is for the six Boroughs to collaborate on and coordinate a range of activities and opportunities that arise as a result of the economic growth that was stimulated by the Olympic and Paralympic Games for the purposes of:
- 5.1.1 Securing local benefits and sustainable legacy for the geographical areas of the six Boroughs.
 - 5.1.2 Securing the long-term benefits for the functions carried out and services provided by the six Boroughs howsoever provided including collectively, individually or in partnership with others.
 - 5.1.3 Giving strategic and operational coherence to the collaborative work of the six Boroughs in relation to convergence and legacy.
 - 5.1.4 Establishing and facilitating the implementation of a programme for the six Boroughs which ensures local benefit and sustainable legacy.
 - 5.1.5 Pooling and sharing costs arising out of this Agreement equally amongst the six Boroughs in order for a collaborative programme to be developed and implemented and
 - 5.1.6 Such other objectives as the six Boroughs jointly agree are conducive to the joint working arrangements under this Agreement.
- 5.2 Such objectives as set out in accordance with paragraphs 5.1.1 to 5.1.6 above shall collectively be referred to as the Growth Boroughs Partnership Programme (GBPP) and may be amended and varied from time to time as agreed in accordance with paragraph 7.2 of this Agreement.

6. **GROWTH BOROUGH PARTNERSHIP UNIT**

- 6.1 The Parties shall establish a Growth Boroughs Partnership Unit the purpose of which shall be to develop and manage the GBPP.
- 6.2 The GBPU shall be accountable to the six Boroughs for the GBPP and shall on request provide reports to and/or attend meetings of each or any of the six Boroughs including but not limited to their respective scrutiny commissions.

7. **POWERS**

- 7.1 The GBPU shall not have any delegated powers other than those expressly set out in this Agreement or as may be agreed between the Parties in accordance with the procedure for agreement set out in paragraph 7.2 below. Anything undertaken by the GBPU which cannot be delivered directly by the GBPU or which shall require contractual or other arrangements to be entered into to

deliver the GBPP shall be undertaken through one of the Parties who shall be identified in accordance with the procedure for agreement as set out in paragraph 7.2 below, to act as the Lead Borough on that particular activity, or as may be delegated to it by the Joint Committee.

- 7.2 Unless otherwise specified in the Agreement the procedure for agreement shall require the consensus of all Parties through the Chief Executives of the six Boroughs who shall either reach agreement at the Chief Executives' Board or in writing. Once consensus has been reached by the Chief Executives' Board or in writing if necessary, the decision shall, if required, be referred to the next available Joint Committee meeting which shall confirm the decision. In the event of non-confirmation by the Joint Committee, the matter shall be referred back to the Chief Executives' Board for reconsideration.
- 7.3 The Parties shall agree in accordance with the procedure for agreement in paragraph 7.2 what activities shall be undertaken, which of those activities can be delivered directly by the GBPU and which shall be delivered by one of the Parties acting as Lead Borough. Where delivery shall be by a Lead Borough the Parties shall agree which of them shall take the Lead Borough role and what resources (if any) need to be sourced and the estimated costs to be met in accordance with Clause 9 of the Agreement for that activity.
- 7.4 The Parties have agreed that the following areas of activity shall be the initial activities to be undertaken:-
 - 7.4.1 To recruit, appoint and determine the engagement or secondment of staff and advisers who shall be the GBPU upon such terms and conditions of service as the Parties consider necessary or desirable for the purpose of implementing the objectives. Save nothing in this paragraph 7.4.1 shall apply to the recruitment of the Director which shall be dealt with in accordance with paragraph 8.4.1 below.
 - 7.4.2 To manage the Annual Budget, receive income, pay out expenses and reimburse costs of agreed activities in accordance with an agreed programme of activity and cost.
 - 7.4.3 To recruit a Director to lead and manage the GBPU.
 - 7.4.4 To line manage the Director and staff and advisers who shall make up the GBPU.
- 7.5 Additional activities to those set out in paragraphs 7.4.1 – 7.4.4 above shall be agreed between the Parties in accordance with the procedure for agreement set out in paragraph 7.2 above. All additional activities agreed by the six Boroughs shall be evidenced in writing against this Agreement.

8. **LEAD BOROUGH ARRANGEMENTS**

- 8.1 Where necessary a Lead Borough shall be identified from amongst the Parties to implement any necessary activities under this Agreement.
- 8.2 It is agreed that the initial activities in relation to paragraph 7.4.1 (appointment of staff) should be undertaken by Hackney. For the purposes of paragraph 7.4.1 Hackney will be the lead borough and employer and will subject to the provisions contained in this Agreement be responsible for the terms and conditions and day to day management of staff engaged in accordance with this Agreement.
- 8.2.1 In discharging its Lead Borough role, Hackney shall ensure that any and all staff engaged except for seconded staff will be paid and employed by Hackney in accordance with Hackney standard terms and conditions of employment and appropriate Local Government Remuneration for such positions, subject to the parties obligations towards Hackney in respect of such appointments as set out in this Agreement.
- 8.2.2 In discharging its role as employer of staff engaged in relation to paragraph 7.4.1 it is agreed that Hackney will provide and manage staff in accordance with an appropriate job description the contents of which will be agreed between the Parties. It is further agreed that whilst Hackney will consult with the other parties to this Agreement (at such times agreed between them) as to performance of staff engaged pursuant to paragraph 7.4.1 against any agreed targets and the ongoing performance of such staff it will be for Hackney acting as employer to supervise and take any appropriate actions as employer in relation to staff concerned.
- 8.2.3 Hackney will submit an account of the costs of all staff engaged in accordance with paragraph 7.4.1. Such account must be agreed by at least two of the Parties (not including Hackney) to this Agreement within at least 30 days of Hackney submitting the account for the account to fall due. Reimbursement shall be made to Hackney from the Annual Budget within 30 days of the account being agreed in accordance with this paragraph.
- 8.2.4 Hackney will only be reimbursed in accordance with a schedule of posts and salaries that have previously been agreed, by all the Parties, through the procedure for agreement set out in paragraph 7.2 above.
- 8.2.5 Hackney shall be reimbursed the cost of employer's pension contributions, ill health retirements, early retirements, redundancies or buy out costs falling on it as employing Authority in accordance with this Agreement in the event that any of the staff engaged in accordance with paragraph 7.4.1 become so entitled. Such sums shall be met in equal parts by each of the Parties insofar as they are not provided for in the Annual Budget. However, no such payment shall be due in the event that liability for the payment is over and above that which each

of the Parties is required to contribute and such extra cost is as a result of any avoidable negligent act or omission (determined at law) by Hackney.

- 8.3 In discharging the Annual Budget as outlined in paragraph 7.4.2 it is agreed that the Lead Borough shall be Hackney.
 - 8.3.1 In discharging the Annual Budget activity Hackney will adopt standard Local Government financial control practices and principles as shall apply from time to time.
 - 8.3.2 For each Financial Year Hackney will produce an Annual Budget for agreement at a Chief Executives' Board and for consideration by the Joint Committee in advance of the Financial Year start and by no later than 1 March in any year which shall cover all aspects of the agreed activity to meet the GBPP and a cash flow statement.
 - 8.3.3 Hackney will produce where practicable a statement of expenditure and income and financial commitments for every Chief Executives' Board or where not practicable at a minimum frequency of every three months from the commencement of this Agreement.
 - 8.3.4 Hackney will reimburse agreed and approved items of expenditure as submitted in accordance with paragraph 8.5
- 8.4 NOT USED.
- 8.5 Subject to the inclusion of sufficient funds in the Annual Budget or under any alternative funding arrangements made under paragraph 7.2 above Hackney will reimburse costs for any Lead Borough activity carried out under this Agreement within 30 days of submission of a statement of expenditure provided that the said statement of expenditure is agreed as reasonable by at least two of the six Boroughs (not including the Party submitting the said statement) such agreement to be provided within 30 days of submission of the statement of expenditure. Such statements of expenditure shall include all relevant proofs and details of expenditure as would ordinarily be expected by an authority acting reasonably.
- 8.6 In the event that additional Lead Boroughs are identified for certain activities under this Agreement they shall submit statements of expenditure as required in paragraph 8.5. Payments shall be made in accordance with the procedure set out in paragraph 8.5.
- 9. **THE ANNUAL BUDGET**
 - 9.1 Hackney shall be the Lead Borough responsible for administering the Annual Budget.
 - 9.2 Subject to the provisions of paragraph 9.3 each Party will pay an Annual Contribution, the sum of which shall be agreed in accordance with paragraph

7.2 until termination of this Agreement such payments to be made on or before the 30 April in each year until termination of this Agreement.

- 9.3 The first Annual Contribution shall be payable within 30 days of the commencement of this Agreement. Such payment shall be the contribution payable to [.....] 20[...]. Thereafter the payments particularised in paragraph 9.2 shall fall due.
- 9.4 All agreed costs will be shared equally and be met from the Annual Budget.
- 9.5 Any underspends in any Financial Year will be carried forward unless all Parties agree to be reimbursed. Such agreement to be reached in accordance with paragraph 7.2 above.
- 9.6 Any overspends will be shared in equal parts and further equal contributions made by each of the parties within 30 days of the overspend being determined by the out-turn report provided that such overspend has not arisen due to negligence, breach of this Agreement or authority being exceeded by any of the Parties.
- 9.7 In the event of any overspend or element of overspend caused by negligence, breach of this Agreement or authority being exceeded by any Party to this Agreement, that Party shall be solely responsible for the costs arising.
- 9.8 The Annual Contribution made under paragraph 9.2 may be increased in line with the rate of inflation in accordance with the annual percentage increase in the Consumer Price Index (CPI) provided a majority of the Parties agree. Any increase in excess of percentage increase in CPI shall require the written unanimous agreement of all Parties and approval in accordance with paragraph 7.2 above.

10. **CHIEF EXECUTIVES' BOARD**

- 10.1 The Chief Executives for the six Boroughs shall meet on a regular basis as the Chief Executives' Board and in any event not less than quarterly to review the operation of this Agreement and deal with any matters requiring their attention or approval in accordance with the provisions of this Agreement. The Chief Executives shall be entitled to send a nominee to such meetings to represent them in their absence. Such nominee shall have the same powers as the Chief Executive would have had, had they attended.

11. **TERMINATION AND DISSOLUTION**

- 11.1 This agreement shall terminate on such date as shall be agreed by all the Parties.
- 11.2 In the event of termination a final account will be drawn up detailing the costs and liabilities arising from such termination. Such costs and liabilities shall

include any staffing costs, redundancies and the cost of terminating any formal arrangements entered into.

11.3 Any net costs after deduction of any income or Annual Contributions remaining will be shared equally between the Six Boroughs.

11.4 In the event of one or more of the six Boroughs wishing to withdraw from this Agreement, but where the GBPP effectively continues then the withdrawing Borough[s] will contribute equally between themselves the net cost of their withdrawal. This will include any resultant redundancy costs, any costs of terminating formal agreements and costs that fall on the remaining Boroughs not able to be defrayed by other action. Any Borough wishing to withdraw shall be required to give 12 months notice of the withdrawal. Such notice period may only be reduced with the written agreement of all non-withdrawing Boroughs.

12. **ENTIRE AGREEMENT**

12.1 This Agreement together with any appendices to it constitutes the entire agreement between the Parties with respect to the matters dealt with therein and supersedes the Inter Authority Agreement dated 31 October 2011 between Hackney, Greenwich, Newham, Tower Hamlets, Waltham Forest and Barking and Dagenham.

12.2 For the avoidance of doubt the terms of the MOU and Appendix One thereto shall be incorporated as part of this Agreement.

13. **NO PARTNERSHIP**

13.1 Nothing in this Agreement shall constitute or be deemed to constitute a partnership between any of the Parties and except as expressly provided herein none of the six Boroughs shall have any authority to bind the others in any way save as permitted by this Agreement.

14. **INSURANCE**

14.1 The Lead Borough for the purposes of employing the staff under paragraph 8.2 above shall, unless the Parties agree otherwise in accordance with the procedure for agreement set out in paragraph 7.2, be the Lead Borough on insurance and insurable risks and shall, if one or more of the Parties are satisfied their current insurance cover is not sufficient, effect either jointly for the benefit of the parties or for the relevant Lead Borough Employers, Public, Professional, Motor Contingency liability insurance and other such insurances the Parties agree to be appropriate and necessary in order to protect the liabilities and assets of the six Boroughs.

14.2 The Lead Borough in accordance with paragraph 14.1 shall on request by one or more of the other parties provide evidence of effecting such insurance including premiums together with advise and guidance to the six Boroughs and

the GBPU on insurance and related matters insomuch as they are pertinent and relevant to the obligations and liabilities contained in this Agreement.

15. **INDEMNITIES**

- 15.1 The Parties hereto agree to indemnify the Lead Boroughs against any costs, losses, liabilities and proceedings which the Lead Boroughs may suffer as a result of or in connection with its obligations hereunder provided and to the extent that such costs, losses, liabilities and proceedings over and above that which each borough to this Agreement is required to contribute and such extra costs are not due to any avoidable negligent act or omission (determined at law) of the Lead Borough or breach by the Lead Borough of its obligations hereunder. Any payments made to the Lead Borough under this paragraph 15.1 shall be met from the Annual Budget or in equal parts by each of the parties insofar as they are not provided for in the Annual Budget.
- 15.2 Any Lead Borough appointed hereunder shall indemnify the other Parties against any costs, losses, liabilities and proceedings over and above that which each borough to this Agreement is required to contribute and such costs which the other Party or Parties may suffer as a result of or in connection with any breach of the Lead Borough's obligations hereunder and/or any avoidable negligent act or omission (determined at law) in relation thereto.
- 15.3 Each borough to this Agreement shall inform the other boroughs at the earliest opportunity of any issue or matter or legal process or proceedings which may affect the six Boroughs obligations under this Agreement.

16. **WAIVER**

- 16.1 No failure to exercise and no delay in exercising on the part of any of the Parties any right power or privilege hereunder shall operate as a waiver thereof nor shall any single or partial exercise of any right power or privilege preclude any other or further exercise thereof or the exercise of any other right power or privilege.

17. **EXECUTION**

- 17.1 This Agreement is executed by each Party by executing as a Deed the annexed Memorandum of Participation on behalf of that Party and such Memorandum of Participation shall be evidence of execution by that Party when Memoranda executed by all the Parties are incorporated into this Agreement.

18. **DISPUTE RESOLUTION**

- 18.1 Any dispute or difference arising out of or connected with this Agreement shall be identified by written notice from one Party to the other Party or Parties in dispute who shall within 7 working days (or such date agreed by all six

Boroughs to this Agreement) of the notice meet to attempt in good faith to resolve the dispute amicably on a full and final basis.

- 18.2 If the Parties are not able to conduct such meeting within the 7 working day period (or other agreed period) or such meeting has taken place but the dispute or difference remains unresolved then it shall be referred to mediation if the Parties in dispute so agree (such mediation to be conducted as agreed between the Parties in dispute) or in the event that one or more of the Parties in dispute does not agree mediation it shall be referred to an agreed independent expert and the Parties agree to abide by the expert's decision without prejudice to the Parties' rights in law. In the absence of agreement a mediator or expert (whichever is the preferred route) shall be appointed by the President of the Law Society such appointment to be binding on the six Boroughs. An appointed mediator or expert shall in addition to determination of the dispute or difference set the process, procedure and timetable for determination of the dispute or difference.

All costs relating to resolving the dispute or difference shall be met equally by the Parties to this Agreement or apportioned as appropriate by the mediator/expert on the basis that resolution under this paragraph 18 was necessary.

- 18.3 Nothing in this paragraph 18 or the Agreement as a whole shall prejudice the six Boroughs legal right to apply to the English Courts for emergency relief or for determination of a point of law.

19. **NOTICES**

- 19.1 All notices or decisions which are required to be given under this Agreement shall be in writing and shall be sent to the address of the recipient set out in this Agreement or such other address as the recipient may designate by notice given in accordance with the provisions of this paragraph. Any such notice may be delivered personally or by first class prepaid letter shall be deemed to have been served if by personal delivery when delivered if by first class post 48 hours after posting.

20. **DATA PROTECTION**

- 20.1 The Parties shall ensure full compliance with the Data Protection Act 1998 (hereinafter called the "1998 Act") and all other legislation relating to the collection and use of information as applies from time to time in respect of the control and processing of any information required under this Agreement. All Parties shall ensure their notifications under Section 18 and 19 of the 1998 Act are up to date and where necessary include the activities of this Agreement where the Party acts as data controller for the purposes of the information.
- 20.2 Any information provided by a Party to this Agreement who is a data controller of the said information to another Party shall be provided to that Party as Data Processor (as defined by the 1998 Act) only and nothing in this Agreement

shall allow the receiving Party to treat the information as though they were the data controller.

All processing by the Parties of any information under this Agreement shall be carried out in accordance with the Data Protection Principles (as defined by the 1998 Act).

- 20.3 Where any Party receives a subject access request for information held as a result of the activities carried out in accordance with this Agreement the Parties shall fully cooperate in complying with the obligations under the 1998 Act in relation to that data.

21. **FREEDOM OF INFORMATION**

- 21.1 The Parties recognise that they are subject to legal duties which may require the disclosure of information under the Freedom of Information Act 2000 or the Environmental Information Regulations 2002 or any other applicable legislation or codes governing access to information and that the Parties may be under an obligation to provide information on request. Such information may include matters relating to, arising out of or under this Agreement in any way.

- 21.2 The Parties recognise that in order to facilitate openness and accountability the general view is that all relevant information concerning its arrangements should be subject to disclosure unless the information is exempt in accordance with the provisions of the legislation and where applicable the public interest in withholding the information outweighs the public interest in disclosing it.

- 21.3 Where any Party receives a request for information held the Parties shall fully cooperate in complying with the obligations under the Freedom of Information Act and all other relevant legislation in relation to that data.

22. **SUCCESSORS BOUND**

- 22.1 This Agreement shall be binding on and shall endure for the benefit of the successors and assigns (as the case may be) of each of the Parties.

23. **ASSIGNMENT**

- 23.1 None of the Parties may assign its rights and obligations in whole or in part hereunder without the prior written consent of the other Parties.

24. **CONTINUING AGREEMENT**

- 24.1 All provisions of this Agreement shall so far as they are capable of being performed and observed continue in full force and effect notwithstanding termination except in respect of those matters then already performed.

25. **GOOD FAITH**

25.1 Each of the Parties undertakes with each of the others to do all things reasonably within its power which are necessary or desirable to give effect to the spirit and intent of this Agreement.

26. **SEVERABILITY**

26.1 Notwithstanding that any provision of this Agreement may prove to be illegal or unenforceable the remaining provisions of this Agreement shall remain in full force and effect.

27. **CONTRACTS (RIGHTS OF THIRD PARTIES) ACT 1999**

27.1 Nothing contained in this Agreement confers or purports to confer any rights to enforce any of its terms pursuant to the Contracts (Rights of Third Parties) Act 1999 on any person who is not a party hereto.

28. **VARIATION**

28.1 This Agreement may be varied by agreement in writing of the Parties such agreement to be reached in accordance with the procedure for agreement set out in paragraph 7.2 above.

MEMORANDUM OF PARTICIPATION

**THE COMMON SEAL OF THE MAYOR
AND BURGESSES OF THE ROYAL
BOROUGH OF GREENWICH** was
hereunto affixed in the presence of:

Authorised Signatory:

**THE COMMON SEAL OF THE MAYOR
AND BURGESSES OF THE LONDON
BOROUGH OF HACKNEY** was hereunto
affixed in the presence of:

Authorised Signatory:

**THE COMMON SEAL OF THE MAYOR
AND BURGESSES OF THE LONDON
BOROUGH OF NEWHAM** was hereunto
affixed in the presence of:

Authorised Signatory:

**THE COMMON SEAL OF THE MAYOR
AND BURGESSES OF THE LONDON
BOROUGH OF TOWER HAMLETS** was hereunto
affixed in the presence of:

Authorised Signatory:

**THE COMMON SEAL OF THE MAYOR
AND BURGESSES OF THE LONDON
BOROUGH OF WALTHAM FOREST** was
Hereunto affixed in the presence of:

Authorised Signatory:

**THE COMMON SEAL of THE MAYOR
AND BURGESSES OF THE LONDON
BOROUGH OF BARKING AND
DAGENHAM** was hereunto affixed in the
presence of:

Being an Officer of the Council of the said
Borough authorised to attest the Common
Seal

Seal Register Number

APPENDIX A

MEMORANDUM OF UNDERSTANDING

JOINT COMMITTEE OF THE SIX GROWTH BOROUGHES

Introduction

1. The London Boroughs of Hackney, Newham, Tower Hamlets, Waltham Forest and Barking and Dagenham and the Royal Borough of Greenwich (the six boroughs) have decided to establish a joint committee to discharge executive functions on behalf of the six boroughs in so far as they relate to joint activities or areas of common concern in relation to convergence and legacy as referenced by the Convergence Annual Report and Action Plan.

2. This Memorandum of Understanding sets out the basis for operating the joint committee and associated activities as agreed between the six boroughs. The Memorandum and the terms of reference for the joint committee (which are attached as Appendix One) will be approved by the Executive for each of the six boroughs.

Legal Framework

3. Section 101 (5) of the Local Government Act 1972 provides that two or more local authorities may discharge any of their functions jointly and that where joint arrangements are in force in respect of any functions, those functions may be discharged through a joint committee established by the authorities.

4. Section 101 (2) of the Local Government Act 1972 provides that unless the joint arrangements specify otherwise, a joint committee can also establish a sub-committee to discharge any of its functions or delegate functions to an officer and unless the joint arrangements or joint committee specify otherwise, a sub-committee established by a joint committee may delegate functions to an officer.

5. Appointments to a joint committee are made under section 102(1)(b) of the Local Government Act 1972 and the establishment of a joint committee is governed by The Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012, issued under sections 9EA, 9EB and 105 of the Local Government Act 2000. The relevant Regulations provide:

a) Regulation 11 (2) - where a joint committee is established to discharge more than one function by the same authorities at the same time and at least one of those functions is an executive function in at least one authority, the joint arrangements may provide for one joint committee to discharge all the functions on behalf of all the authorities.

b) Regulation 12(3) – the decision on appointment to a joint committee should be taken by either the elected mayor, the executive leader, the executive, a member of the executive or a committee of the executive (dependant on the detailed executive arrangements that are being operated by the authority), where the joint committee is to discharge only executive functions on behalf of the executive of the authority.

c) Regulation 12 (3) - where a joint committee is discharging a function in relation to five or more local authorities and the executive is responsible for deciding on the appointment of Members, both executive and non-executive

Members may be appointed to the joint committee by the executive and the political balance requirements do not apply.

6. At present the law does not permit local authorities to discharge their functions through non local authority bodies or through mixed bodies. Therefore, stakeholders and other partners will be involved in the operation of the joint committee in an advisory capacity only.

7. A joint committee is subject to overview and scrutiny requirements under section 9(F) of the Local Government Act 2000 which provides that executive arrangements by a local authority must ensure their overview and scrutiny committee (or their overview and scrutiny committees between them) have power to scrutinise decisions made, or other action taken, in connection with the discharge of any functions which are the responsibility of the executive.

8. The 'call in' provisions also apply to a joint committee under section 9(F) of the Local Government Act 2000 which provides that the above power of an overview and scrutiny committee to review or scrutinise a decision made but not implemented, includes power to recommend that the decision be reconsidered by the person who made it.

8A. The provisions relating to executive decisions contained in the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 do not apply to the operation of this joint committee because under Regulation 2(c) of such Regulations this joint committee is not a decision maker or decision making body under Regulation 2(b) to which such Regulations refer.

9. The joint committee is not a separate legal entity and existing arrangements for lead boroughs to take on responsibility for particular activities will be made and/or continue to operate in accordance with the Inter Authority Agreement made between the six boroughs dated [.....].

Inter Authority Agreement (IAA)

10. The existing IAA will be amended to give effect to all new matters covered by this Memorandum of Understanding.

11. Under the terms of the IAA any variation must be agreed by each of the six borough Chief Executives and for the avoidance of doubt the Executive of each of the six boroughs will also specifically delegate responsibility for agreement of the revised IAA to their respective Chief Executives.

Employment of Staff

12. The new IAA will designate the London Borough of Hackney as lead borough for the employment and management of staff in the new Growth Boroughs Partnership Unit. The Director of the Unit will be responsible for day to day management/direction of the unit, reporting to the joint committee through the Chief Executive's Board (see 14 below).

Annual Budget

13. The IAA will designate the London Borough of Hackney as lead borough for discharging the annual budget and the joint committee will be responsible for

managing the annual budget. As part of this function, the joint committee may also make proposals for any revision in the level of contribution made by each of the six boroughs to the annual budget for consideration as part of each of the six boroughs annual budget allocation process. Most of the budget will continue to be spent on staffing and accommodation for the Growth Boroughs Partnership Unit. The IAA provides a framework for engaging and managing staff, and reporting on revisions to staffing structures. The IAA also provides arrangements for establishing and controlling a balanced annual budget funded by equal contributions from the six Growth Boroughs and grants/contributions secured from other sources.

Chief Executives' Board

14. The IAA will provide for regular meetings of the six borough Chief Executives meeting formally as the Chief Executives' Board.

Administration

15. Administrative support for the meetings of the six borough Chief Executives and the joint committee will be provided by the London Borough of Hackney on a lead borough basis and the Chief Executive of Hackney Council will be formally designated as clerk to the joint committee with responsibility for the provision of administrative support.

Overview and Scrutiny

16. Decisions of the joint committee are subject to scrutiny and 'call in' by the six boroughs. Each of the six boroughs has established overview and scrutiny arrangements for the joint committee (and any sub-committee(s)) to include uniform time limits for the 'call in' process in each of the six boroughs

17. In the event that a decision of the joint committee or any sub-committee is 'called in' the Chief Executive (or an officer designated by the Chief Executive) for the relevant borough will attend the relevant scrutiny committee together with one or both of the Members nominated by that borough to the joint committee or any Member of a sub-committee.

Procedure Rules

18. The joint committee will adopt revised Procedure Rules to cover all matters relevant to its governance arrangements.

Functions

19. The executive functions discharged by the joint committee shall be as specified in the terms of reference attached as Appendix One to this memorandum. The joint committee does not have power to exercise non executive functions on behalf of the six boroughs.

20. The functions of the joint committee will not be limited by area, but it will only discharge executive functions that relate to joint activities or areas of common concern in relation to convergence and legacy.

Membership and Chair

21. The Executive for each of the six boroughs will nominate two Members to the joint committee. The maximum term of office for any nomination may not exceed a Member's remaining term in office and should be made by each of the Boroughs for each new municipal year.

22. The joint committee will be responsible for electing a Chair and it has been agreed by the six boroughs that this Memorandum should record that the intention of the six boroughs is that the Chair of the joint committee should be the Mayor of Newham.

Agenda Management

23. The rules of procedure adopted by the joint committee as part of a Constitution shall include the following provisions relating to agenda management.

24. All prospective items of business for the joint committee established by it shall in the first instance be considered at a meeting of the Chief Executives' Board. An item shall only be included on the agenda for a joint committee meeting with the agreement of each of the six borough Chief Executives.

25. Where an item of business has been included in the agenda for a joint committee meeting in accordance with paragraph 24 above but it appears to the Chair of the joint committee that unanimity of voting may not be achieved, the Chair may propose that the agenda item be referred back to the Chief Executives' Board for further consideration.

26. Where a decision of the joint committee does not apply to all six boroughs, the delegation of functions to the joint committee is limited to those boroughs to which the decision applies so that any borough to which the decision does not apply retains the capacity to determine the issue(s) in accordance with its own procedural requirements.

Quorum and Voting

27. The quorum for meetings of the joint committee will be at least one Member from each borough.

28. Each Member of the joint committee will have one vote and all questions coming or arising before the joint committee shall be decided by a majority of the members of the joint committee present and voting (paragraph 39 of Schedule 12 to the Local Government Act 1972).

Delegation to Officers

29. The joint committee may delegate specific functions to an officer of one of the six boroughs. Any such delegation may be subject to the requirement for the officer to consult with or obtain the prior agreement of an officer (or officers) of one or more of the other four boroughs or subject to the requirement for the officer with delegated authority to consult with the Chair of the joint committee before exercising their delegated authority.

Partner and Stakeholder Representation

30. Partners and stakeholders will be invited to send observers to meetings of the joint committee as appropriate.

Commencement

31. The joint committee will be established when this Memorandum of Understanding and the terms of reference for the joint committee (attached as Appendix One) have been approved by the executives of each of the six boroughs.

Appendix One

JOINT COMMITTEE OF THE SIX GROWTH BOROUGHs TERMS OF REFERENCE

To act as a joint committee of the London Boroughs of Hackney, Newham, Tower Hamlets, Waltham Forest and Barking and Dagenham and the Royal Borough of Greenwich (the six boroughs) for joint collaboration in relation to convergence and legacy.

1. Functions:

To discharge on behalf of the boroughs the executive functions listed below in so far as they relate to joint activities or areas of common concern in relation to convergence and legacy, as agreed in the business plan:

1. Management and expenditure of the annual budget as defined by the Inter Authority Agreement made between the six boroughs dated [.....]
2. Management and expenditure of external funding and all other financial resources allocated to the joint committee, including any funding allocated to the joint committee by any or all of the six boroughs in addition to the annual budget.
3. Approval of an annual business plan.
4. Joint promotion of the Growth Boroughs area and its unique portfolio of assets including the Olympic afterglow.
5. Consistent approach to enforcing through planning and procurement requirements the promotion of convergence by developers and contractors.
6. Collective promotion of transport and other infrastructure investment including its prioritisation over other parts of London.
7. Joint bidding for funding, training and employment programmes, e.g. funding from the European Union and Regional Growth Fund (RGF) where bids from one Borough will not be entertained.
8. Convergence and the prioritising of the social and economic needs of the Growth Boroughs area.
9. Collective action in respect of the National and Regional allocation of local government housing, health, policing and transport resources based on need and population.
10. Working together to protect Growth Boroughs' interests in respect of National and Regional policy and action.
11. Collective working with employers on jobs and skills.
12. Contextual recognition of the varying economic, housing and investment opportunities related to the character and resources of each of the Growth Boroughs.

Any other executive functions relating to joint activities or areas of common concern in relation to convergence and legacy in relation to which funding is allocated through the annual budget or in respect of which external funding or any other financial resources are allocated to the joint committee.

The governance arrangements provide flexibility so that one or more but less than six boroughs can opt out of certain projects insofar as they relate to joint activities or areas of concern. It is within the capacity of the Joint Committee to agree that one or

more but less than six boroughs may participate in work with other authorities outside the growth borough arrangements. The Joint Committee will agree any particular project will be undertaken by one or more boroughs outside the responsibilities of the Joint Committee.

2. Membership:

Twelve Members, comprising two Members nominated by the Executive from each of the six boroughs for a maximum period not extending beyond any Member's remaining terms of office as a councillor.

3. Quorum:

At least one Member from each of the six boroughs.

4. Voting Requirements:

Each Member of the joint committee will have one vote and all questions coming or arising before the joint committee shall be decided by a majority of the members of the joint committee present and voting.

APPROVALS:

The general terms of the Memorandum of Understanding (including Appendix One) were considered and approved at a meeting of the executive of each the six boroughs on the following dates:

Royal Borough of Greenwich:

London Borough of Hackney:

London Borough of Newham:

London Borough of Tower Hamlets:

London Borough of Waltham Forest:

London Borough of Barking and Dagenham

The Chief Executive for each of the six boroughs acting under delegated authority signed and agreed this Memorandum of Understanding (including Appendix One) on the following dates:

Mary Ney
Chief Executive – Royal Borough of Greenwich

Signed.....Date.....

Tim Shields
Chief Executive – London Borough of Hackney

Signed.....Date.....

Kim Bromley-Derry
Chief Executive – London Borough of Newham

Signed.....Date.....

Stephen Halsey
Chief Executive – London Borough of Tower Hamlets


Signed.....Date.....

Martin Esom
Chief Executive – London Borough of Waltham Forest

Signed.....Date.....

Graham Farrant
Chief Executive – London Borough of Barking and Dagenham

Signed.....Date.....

<p>Cabinet 05 November 2014</p>	 TOWER HAMLETS
<p>Report of: Corporate Director Resources</p>	<p>Classification: Unrestricted</p>
<p>Exercise of Corporate Directors' Discretions</p>	

Lead Member	Councillor Alibor Choudhury, Cabinet Member Resources
Wards affected	All
Community Plan Theme	One Tower Hamlets
Key Decision?	No

Executive Summary

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 £100,000 and £250,000.

Recommendations:

The Mayor in Cabinet is recommended to:

Note the exercise of Corporate Directors' discretions as set out in Appendix 1.

1. REASONS FOR THE DECISIONS

- 1.1 Financial Regulations require that regular reports be submitted to Council/Committee setting out financial decisions taken under Financial Regulation B8.
- 1.2 The regular reporting of Corporate Director's Discretions should assist in ensuring that Members are able to scrutinise officer decisions.

2. ALTERNATIVE OPTIONS

- 2.1 The Council is bound by its Financial Regulations (which have been approved by Council) to report to Council/Committee setting out financial decisions taken under Financial Regulation B8.
- 2.2 If the Council were to deviate from those requirements, there would need to be a good reason for doing so. It is not considered that there is any such

reason, having regard to the need to ensure that Members are kept informed about decisions made under the delegated authority threshold and to ensure that these activities are in accordance with Financial Regulations.

3. DETAILS OF REPORT

3.1 Financial Regulation B8 sets out the Cabinet 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

3.2 Under Financial Regulation B8, if the transaction involves a sum between £100,000 and £250,000 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.

3.3 Appendix 1 sets out the exercises of Corporate Directors' discretions, under the stipulations in 2.2 above, that have taken place since the previous Cabinet.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

4.1 The comments of the Chief Financial Officer have been incorporated into the report and Appendix.

5. LEGAL COMMENTS

5.1 The report sets out the individual exercises of Corporate Directors' Actions for noting by Cabinet, as required by Financial Regulation B8.

5.2 Internal guidelines have been published setting out the process by which Records of Corporate Directors' Actions are completed. These specify that the proposed action must be in accordance with the Council's Financial Regulations and its Procurement Procedures. There are limited circumstances in which waiver of the Procurement Procedure is permissible and the guidelines reinforce that waiver should not be sought as a substitute for proper planning. All proposed actions where the value exceeds £100,000 are required to be agreed with the Mayor prior to sign off and approval by the corporate director.

5.3 Each director's action requires prior authorisation by the relevant service head, the head of procurement, the chief finance officer and the monitoring officer before agreement by the corporate director. A template form is completed to record each director's action and these Records of Corporate Directors' Actions (RCDAs) must be maintained by the each directorate. The

legal implications of each of the individual decisions are provided as part of the decision making process and are recorded on the relevant RCDA.

6. ONE TOWER HAMLETS CONSIDERATIONS

6.1 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.

7. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

7.1 There are no Sustainable Action for A Greener Environment implications arising from this report.

8. RISK MANAGEMENT IMPLICATIONS

8.1. 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.

9. CRIME AND DISORDER REDUCTION IMPLICATIONS

9.1 There are no Crime and Disorder Reduction Implications arising from this report.

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.

Linked Reports, Appendices and Background Documents

Linked Report

- None

Appendices

- Appendix 1 – Exercise of Corporate Directors' Discretions under Financial Regulation B8

Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2000

List of "Background Papers" used in the preparation of this report

- Record of Corporate Director's Actions

Officer contact details for documents:

- Ekbal Hussain, Financial Planning Manager and Finance Business Partner, Law, Probity and Governance (LPG) Directorate, Ext. 4737

Originating Officers and Contact Details

Name	Title	Contact for information
Alimul Kadir	Accountant Financial Planning	Ext. 5224

Appendix 1: Exercise of Corporate Directors' Discretions under Financial Regulation B8

Corporate Director	Amount	Description of Exercise of Discretion	Justification for Action	Contractor's Name and Address (incl. postcode)	Contact
Law, Probity and Governance 023-2014/15	£239,280	Waiver of financial regulations to appoint London Tigers to undertake a tri – borough programme to deliver a range of outreach and engagement activities, non-theological and theological interventions in the heart of the communities as part of the 'Building Communities Resilience Programme'.	The cost of this procurement will be fully funded by a Home Office Grant, the terms of which specifically require London Tigers to be used for this piece of work.	London Tigers Wech Community Centre Athens Gardens Chantry Close London W9 3RS	Nojmul Hussain Ext. 4691

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Agenda Item 16.1

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

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